



College AND UNIVERSITY Business

OCTOBER 1950: Consider Planning Office ★ Thumbs Down on Federal Scholarships ★ Management of Endowment Funds ★ Salesmen Can Be Educators ★ Food Service Picture, 1950 ★ Accidents Aren't Necessary

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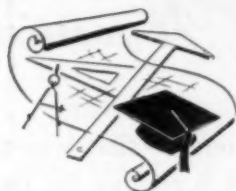
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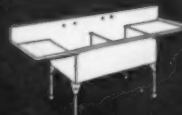
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F. Pieper

FRANK PIEPER, senior personnel representative in the office of civil service personnel at the University of Minnesota, describes on page 19 the critical importance of management planning in a college or university. With the exception of the first year after he was graduated from college, he has been in personnel work. He was first a member of the industrial relations department of the Pullman Company, then was associated with the Public Administration Clearing House in Chicago. Then followed a year in the personnel department of Sears Roebuck and Company. Since 1947 he has been in his present position at the University of Minnesota.



G. E. Snavely

GUY E. SNAVELY, executive director of the Association of American Colleges, points out on page 23 that he doesn't think federal scholarships for higher education are necessary. Prior to accepting his present appointment in 1937, he had served from 1921 to 1937 as president of Birmingham-Southern College, and for two years before that was dean of Converse College at Spartanburg, S.C. During World War I he was director of the southern division of the American Red Cross, with headquarters at Atlanta. From 1906 to 1917 he was professor and registrar at Allegheny College. He enjoys traveling and has made seven trips to Europe and one round-the-world jaunt.



C. W. Hayes

CHARLES W. HAYES, supervisor of purchases at Emory University, enumerates on page 30 some of the legal relationships and responsibilities of the college or university purchasing agent. He began his career professionally in higher education as a part-time accounting clerk in the business office of the University of Louisville. He then taught in the public schools, after which he served for two years as business manager of Georgetown College. From 1940 to 1944 he was supervisor of purchases at the University of Kentucky, leaving that post to accept his present appointment in November 1944. He is originally a Midwesterner, having lived on a farm in Indiana until 12 years of age. He has a variety of leisure time tastes judging by his interest in "whodunits," bridge, checkers, fishing, good food, sweet music, Jack Benny, and Fred Allen.

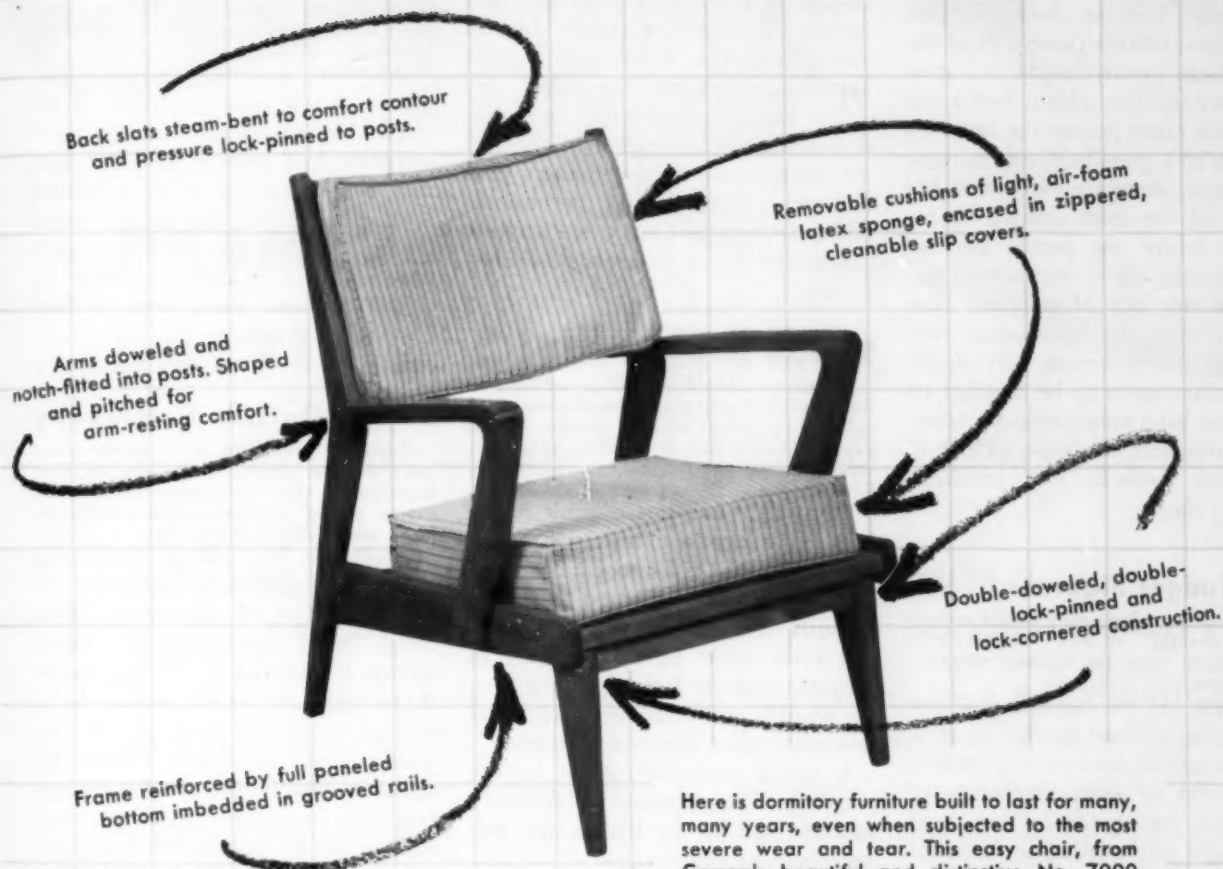


B. I. Loft

BERNARD I. LOFT, director of safety and safety education at the University of Florida, suggests on page 41 some of the factors to consider in establishing a campuswide safety program. He was formerly a director of health and physical education at a Harrisburg, Pa., high school. He then served in the navy as a chief specialist in athletics, and later as a field representative for the American Red Cross. He is a member of the committee on higher education of the National Safety Council and is chairman of safety services of Alachua County, Gainesville, Fla.

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Questions and Answers

Fund Raising Question

Question: Is it good policy for a college business manager also to have responsibility for fund raising?—R.O.B., Kan.

ANSWER: It is my observation that few business officers possess all of the qualifications usually sought in a good fund raiser and that seldom does a top-notch fund raiser possess the necessary attributes of a good business manager.

Of course, there are exceptions, but in most of the cases coming to my attention where one person assumed both functions one activity always suffered for the lack of sufficient time to devote to it. In my opinion, each is a much too important part of college administration to be handled on a part-time basis unless financial necessity dictates such a course.—DON C. WHEATON, financial vice president, Kenyon College.

Food Budget Figures

Question: How frequently should a food service director receive departmental budget figures from the business office?—M.G.L., Iowa.

ANSWER: At the beginning of any budget year, a food service director should be specifically consulted on how much money or what percentage of income will be needed for raw food costs, wages and salaries, replacement of equipment, and estimated routine operating costs. The business office also should discuss with the food director overhead charges, such as rent, interdepartmental charges, and other related items.

After a budget is set up and agreed upon, the food service director should receive monthly statements as early as possible showing the actual expense and income. At the same time, figures showing the pro rata of the yearly budget expended should be furnished. Since it is sometimes difficult for the business office to give such figures promptly, the food service director might do well to devise a simple system within his or her own office to give "rule of thumb" figures whenever desired. It is assumed that income food cost and labor figures are at all

times in the hands of the food service director.

If unusual circumstances force a change in overhead charges during a budget year, the food service director should be notified before such changes appear on a monthly statement.

The essence of successful operation is coordination among all offices, and the more promptly complete information can be furnished by the business office, the better.—CHRISTINE RICKER, director of dining halls, Stanford University.

Student Housing

Question: Should a college administration provide housing accommodations without making adequate rental charges to students? Should student housing be a subsidy item in the institution's budget?—F.N.G., Okla.

ANSWER: It seems difficult to see how a college administration could provide housing accommodations without making adequate rental charges to students. The charge should be fair, and every effort should be made to provide adequate housing at the lowest possible cost consistent with good living and good business principles.

It would seem difficult to me for a college administration to defend a subsidy item in its budget for student housing, particularly if all students were not living in the college residence halls.—T. M. REHDER, director of dormitories and dining services, State University of Iowa.

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.

Need Revenue From Food

Question: In our plans for expansion, we are planning the construction of a residence hall through the sale of revenue bonds. Is it feasible to expect that we can retire these bonds if food service revenue is not included?—A.L.B., Ohio.

ANSWER: I believe it is generally agreed that it is very difficult, if not impossible, to retire total cost of a residence hall without revenue from food service income, if rates charged are comparable to those being charged in the middle western area at this time.—T. M. REHDER, director of dormitories and dining services, State University of Iowa.

Buying Outside Community

Question: What kind of an answer can a small college administrator give to local businessmen when he receives criticism for having placed purchase orders outside the local community?—O.R.E., Tex.

ANSWER: The college purchasing agent is obligated to purchase for the best interest of his institution. Other things being equal, generally, better service is received by buying locally if the community has adequate facilities for selling and servicing the community. Even in a large community, however, it is often found that through favorable contracts, such as those worked out by Educational and Institutional Cooperative Service and others, certain purchases should be made outside of the local community in order to achieve substantial cash savings.

If the institution is tax supported, such savings can be justified because of the fact that money appropriated by the legislature goes farther. If the institution is privately endowed, it should be mentioned to any complaining person that the community benefits by the institution being strong and it will be stronger in proportion as it is able to receive increased values for its money spent.

Other things being equal, however, the purchasing officer would probably prefer to do business locally if price and service are satisfactory.—CHARLES W. HAYES, purchasing agent, Emory University.

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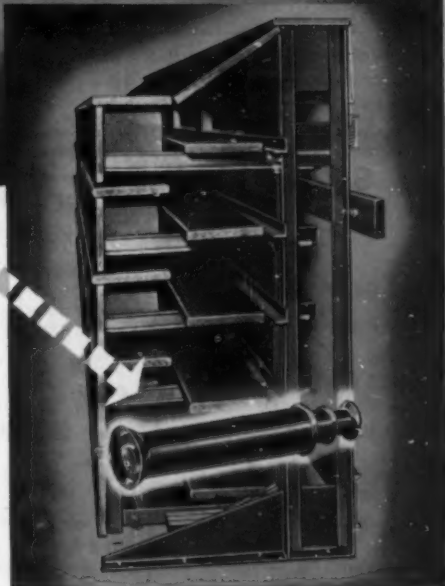


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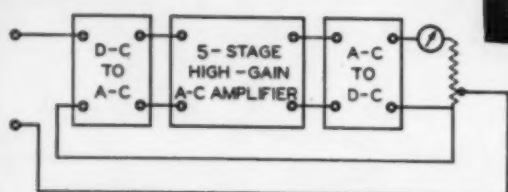
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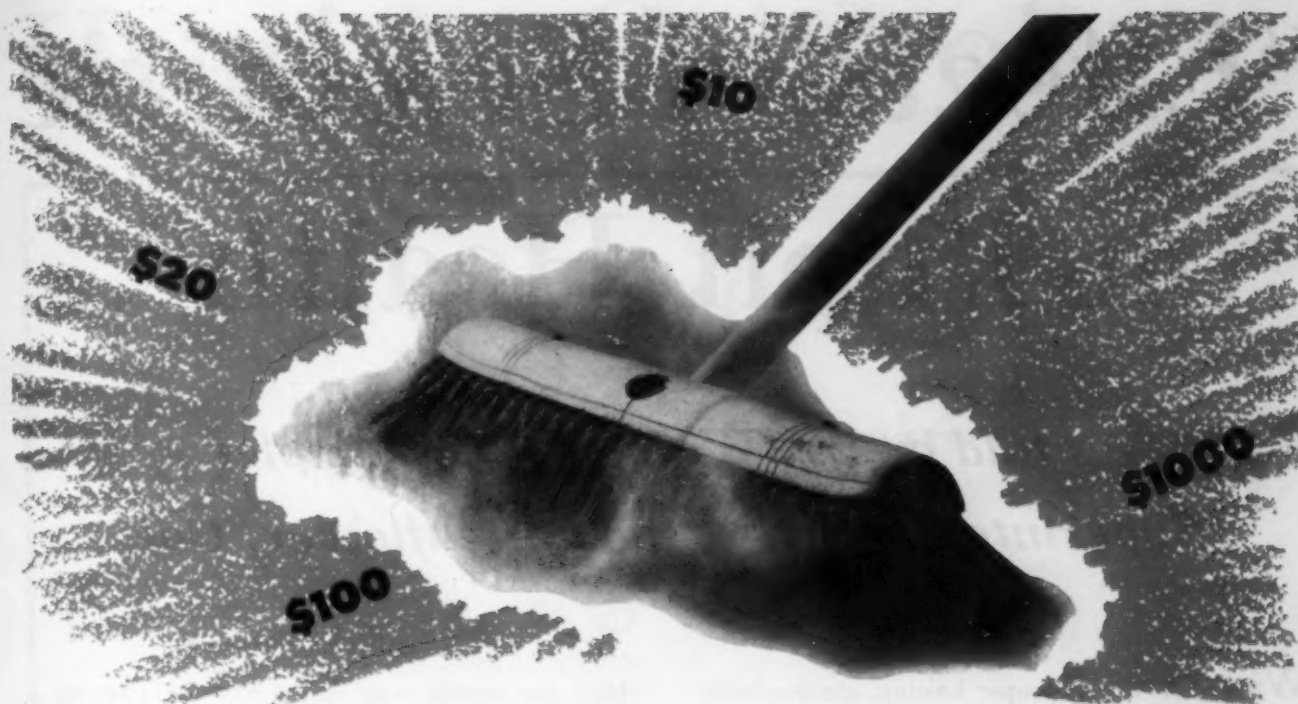
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*As told by Dr. W. Norman Wampler,
Superintendent of schools, Bellflower, Cal.*

"WE BELIEVE that proper heating, electronically controlled, has been responsible for reducing the average absence per child per month from illness by nearly 14 per cent in the Bellflower kindergarten schools where such heat is provided.

"The new heat installations have been the source of great interest to parents and school authorities alike. Many parents have told us, for instance, that their children haven't lost any days from class because of illness and that they had fewer colds since our new kindergarten schools were opened.

COMPARATIVE STUDY IS UNDERTAKEN

"As a result, we have made careful studies of attendance records to see whether the new methods of heating and M-H heat controls have had any demonstrable effect on attendance. The studies covered the first six months of the 1948-49 school year, when the children were still housed in the old buildings, and the corresponding six months of the 1949-50 school year, when they had moved into the new buildings.

"We found that with all the other known factors constant and with the weather—the most serious factor of them all—slightly worse, if anything, due to a great deal more rain, the average absence from illness per

child, per month, was only 1.629 for 1949-50 as against 1.885 for 1948-49. The 1949-50 average is 86.42 per cent of the 1948-49 average, or a reduction of 13.58 per cent.

CONCLUSIONS STRESS ENVIRONMENT

"Our surmise, based on a thorough examination of all the factors involved, such as type of children, classroom conditions, length of school days, and weather, is that the improvement was due solely to a healthier physical environment in the classrooms resulting from the right amount of heat and its scientific regulation.

"We have found that Minneapolis-Honeywell electronic heat controls regulated room temperatures so evenly, regardless of weather changes outside, that, together with the elimination of drafts, absence of children due to colds and other respiratory ailments has been materially reduced.

"Obviously, so many factors are responsible for the health of children that total control over them will never lie within the purview of any school authorities. A reduction of nearly 14 per cent in average absence per pupil which can be traced directly to improvement in classroom environment is therefore, in our estimation, of very great significance."

Heating Control

HOW THE FACTS WERE DEVELOPED

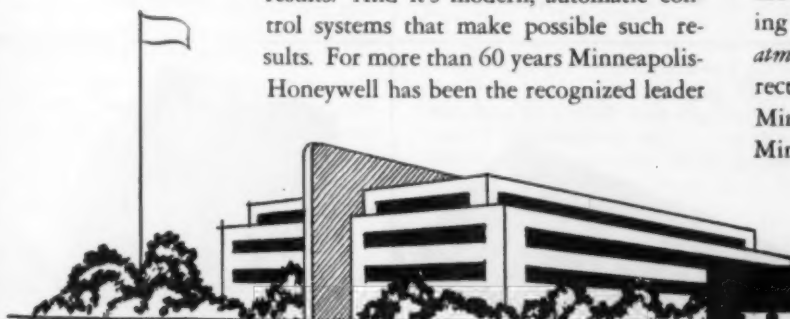
1		2	
MONTH	NO. OF PUPILS AT MONTH END	ABSENCE DUE TO ILLNESS — DAYS	
	1948-1949	1948-1949	1949-1950
1 . . .	437 . . .	460.95 . . .	408.50
2 . . .	488 . . .	593.30 . . .	697.40
3 . . .	496 . . .	917.00 . . .	974.20
4 . . .	496 . . .	572.45 . . .	598.25
5 . . .	498 . . .	1,552.15 . . .	1,160.20
6 . . .	500 . . .	1,493.20 . . .	1,368.80
Six month average	494.17	931.51	867.89
		1.885	Average per pupil per month 1.629

3		
AVERAGE DAYS ILLNESS PER PUPIL PER MONTH		
Month	1948-1949	1949-1950
1947801
2 . . .	1.22 . . .	1.35
3 . . .	1.85 . . .	1.81
4 . . .	1.15 . . .	1.12
5 . . .	3.12 . . .	2.14
6 . . .	2.99 . . .	2.47

4		
SUMMARY OF AVERAGES		
(Data based on 1st six months of school year)		
	1948-1949	1949-1950
Average enrollment per month	494.17	532.67
Average absence due to illness per month—days . . .	931.51	867.89
Average absence per child per month—days . . .	1.88	1.62
Per cent 1949-1950 absence is of 1948-1949 absence		86.42

Dr. Wampler's report speaks in terms of results. And it's modern, automatic control systems that make possible such results. For more than 60 years Minneapolis-Honeywell has been the recognized leader

in the field of automatic control. Make free use of Honeywell's nation-wide engineering staff for consultation about *controlled atmosphere* — healthful temperatures, correct humidity and adequate ventilation. Minneapolis-Honeywell, Minneapolis 8, Minn. In Canada: Toronto 17, Ontario.



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Address.....

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General Offices • Chicago 9, Illinois



Pork Steaks
50 3-oz. portions per 10-lb. box



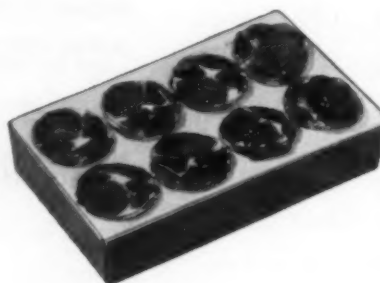
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2, 3 and 4-ounce patties



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50 3-oz. per 10-lb. box



Veal Roasts, Oleo Dipped
4-8 and 8-12-lb. avg. 50-lb. boxes



Beef Steakettes
10-lb. box, 80 2-oz. Steakettes



Veal Cutlets—10-lb. box
50 3-oz. cutlets per box

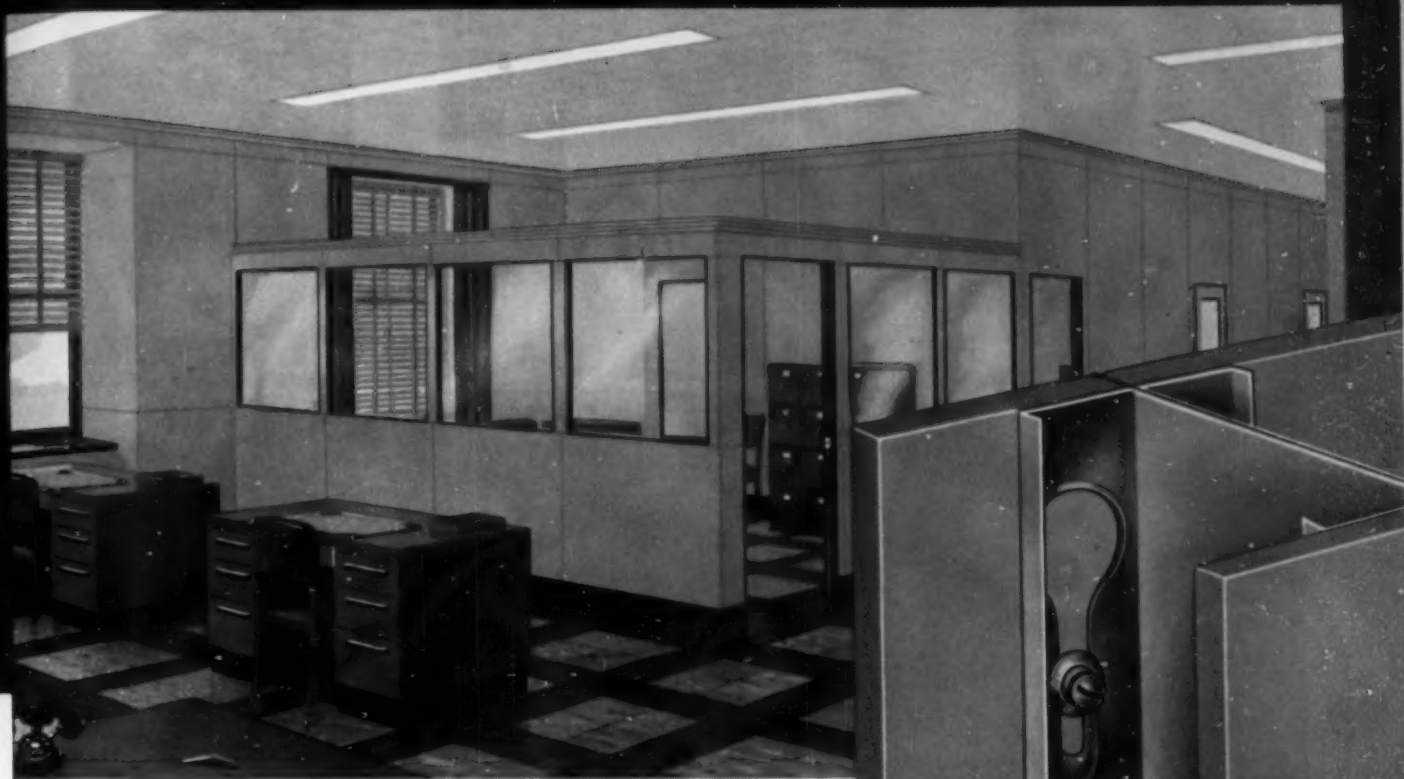


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10-lb. box



Sliced Beef Liver—one complete
liver, sliced and ready to use

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NOTE HOW THE COLOR GOES ALL THE WAY THROUGH!

No paint to wear off, chip, or peel . . .

A totally new and important feature has been combined with the basic advantage of *flexibility* in J-M Movable Wall construction.

Johns-Manville scientists have perfected a process for introducing inorganic pigments throughout the asbestos panels used in J-M Movable Walls.

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trinsic part of the structural material—*goes all the way through* each panel.

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By eliminating the cost of periodic painting and decorative treatment, the new Transitone Movable Walls will help you to meet your wall-and-partition requirements *economically*.

Transitone panels are hung on steel studs, forming a 4" double-faced partition. Also used as interior finish for the outside walls. Lighter than ever, they are readily installed or re-located. For details or an estimate, write Johns-Manville, Box 290, New York 16, N. Y.



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Cutaway of J-M Movable Wall construction. The 7/16"-thick asbestos panels, on patented steel studding, are available in a light tan or light green. Note color is not a surface coating; it actually goes *all the way through* each panel.

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The Built-Up Roof Survey will give an exact report on the condition of your school roofs. This free Johns-Manville service helps you plan your present and future needs

TAKE ADVANTAGE of this *free* Johns-Manville service to find out the exact condition of the roofs on your school buildings. It will enable you to make plans *now* for repairs and maintenance in the future.

That's what plant engineers and maintenance executives *like* about the J-M Roof Survey Plan.

Don't take *your* roof for granted, even though it doesn't *seem* to be leaking. Many a roof with torn flashings, dried-out felts, even rotted decks has been *assumed* to be in "good condition."

The Roof Survey Report will cover all the critical areas of your roof . . . flashings, deck, roofing felts, parapet walls, skylights, etc. It will be an accurate

picture by a roofing *expert*—the J-M Approved Built-Up Roofing Contractor. And it will cost you only the trouble of *asking* for it.

Let us send you the interesting booklet, "Things You Should Know About Your Roof." It gives complete information about the *free* J-M Roof Survey Plan, together with the full story of the J-M Flexstone* Asbestos Roof. Write Johns-Manville, Box 290, New York 16, N. Y.

*Reg. U. S. Pat. Off.

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SALESMEN CAN BE EDUCATORS!

LESLIE F. ROBBINS

Purchasing Agent
University of Colorado



AN ABLE SALESMAN IS AN EFFECTIVE EDUCATOR. He personifies one of our best potential sources of information—information we need in our business. It is not charity when an educational buyer gives his time and attention to a competent salesman. It is not always the salesman's fault when a sales-purchase interview fails to yield a full complement of value in return for the time invested.

There are all degrees of ability and all sorts of attitudes present among salesmen, just as there are among buyers. We buyers cannot influence firms in selecting their sales personnel, but we can do something about helping the salesmen who call on us to understand the kind of sales effort which can be of assistance to us and, conversely, the kind to which we begrudge giving our time.

Perhaps the trouble, where there is trouble, is that some of us are prone to assume the negative or passive position in the sales-purchase interview, and consciously or unconsciously we let the salesman become the positive or aggressive element. If so, we may then tend to have an unfavorable reaction when he becomes what we consider *too* positive and *too* aggressive. It probably is our responsibility to put something affirmative and something constructive (not to say aggressive) into the situation.

According to the copybook platitude, it is a good thing to put one's self in the other fellow's place, so let's look at the matter from the salesman's point of view. The legitimate function of the salesman in our business structure is to bring the market to the buyer so that the buyer will not have to go to the market. Rightly construed, the salesman has a double allegiance. When he is at the home office he should represent us, the buyer, just as effectively as he is expected to represent his firm when he is in our office. Most qualified salesmen sincerely want to know how they can be of help. All right, let's tell them how they can best help us.

In some cases it is *product information* we want from salesmen, real, authentic, technically sound as-

sistance that will help make an intelligent selection, selecting from the standpoint of the best interests of our institutions. In institutional buying, because of the tremendous variety of our purchasing requirements, there will always be many items about which we do not know everything. In the case of some other commodities, we already may have a fairly adequate acquaintance with quality factors and technical information. What we are looking for here is help from the salesman in the eternal search for better value. We can let him know that until he can offer us this better value, any extended sales effort may be largely wasted. In still a third category of purchases, we need a salesman's help in the realm of *propriety* or *taste*—fitness of appointments and professional or artistic judgment, such as in the purchase of lounge furnishings.

We certainly should be willing to help salesmen to avoid mistakes of conduct or procedure that unwittingly might tend to put them at a disadvantage. We should have well thought-out policies with regard to our purchasing contacts and regulations, and we should let the visiting salesmen know of these policies. For instance, if we do not approve of their calling on maintenance staff members, instructors, department heads, and others, we ought politely to say so. If there are exceptions, we ought to mention those, too.

It goes without saying that a salesman guest, especially one on a mission of intended helpfulness, will be received by a gracious host in the purchasing department with dignity and due consideration and not met with churlish resentment, discourtesy or disinterest. In any normal sales-purchase interview, if both parties are endowed with at least average intelligence and a modicum of good will, they ought not to encounter a serious problem in human relations. If such problems should occur, it might be well for the buyer to look into some convenient mirror and see if perchance a part of the cause might be found there rather than on the opposite side of the desk.

Looking Forward

Federation—Not a Bit Too Soon

THE TEMPO OF THE NATION'S MOBILIZATION IN THE face of the Korean situation is being stepped up. Policies are being formulated, directives are being issued, and contracts negotiated.

Fortunate, indeed, has been the timely meeting in Chicago of representatives of regional associations of College and University Business Officers and the National Association of Educational Buyers to discuss the feasibility of establishing a National Federation of College and University Business Officer Associations. These times of national stress call for a cohesiveness and unity of purpose which these groups have previously lacked.

The general agreement of all regional business officer association representatives in regard to the general purpose and objectives of the federation is a most encouraging development. Regional autonomy is to be strictly maintained, with the federation to serve in an advisory rather than a directive capacity, but offering an opportunity and a vehicle that will make it possible to move more quickly and effectively in matters of national interest where higher education is involved.

Such a federation does not lack for work assignments. The establishment of a uniform and adequate contract procedure for all contracts between higher education and government would be a godsend. The "Blue Book" of contract procedure relative to government procurement might properly be the procedure for all government and higher education contracts. If the Blue Book terms are not acceptable, let the federation, speaking on behalf of *all* college business officers, strive to correct the inequities.

In another area, one might expect that the U.S. Office of Education would effectively contact *one* source of information, such as a federation of college and university business officer associations, whereas it is highly unlikely that it has the time or personnel to contact six regional associations for an opinion. Improvement in contacts between the business side of higher education and the U.S. Office of Education would be mutually advantageous to both parties.

Higher education faces a real threat in the congressional interest being evidenced in its tax-exemption status. Here, again, is a critical problem to which a national federation of college and university business officer associations might devote serious attention.

The start in establishing a federation has been made. What comes of it depends on the leadership and vision of college business officers. Let us hope that they do not suffer from myopic vision.

Giving Is Getting Tougher

HOW TO GET A DONOR TO PART WITH HIS MONEY is becoming an acute problem for many college presidents. High taxes level off the large incomes and mounting costs cut down the mileage of the dollar in covering the needs. On top of that, some college executives may not know what they're trying to sell.

Some help in meeting these problems may be gained from a study of "Philanthropy in America" by Edward C. Jenkins, published by the Association Press in New York City. Early in his book, he urges that appraisal of performance is vital in determining the approach to be taken in interpreting the work of the institution. A fundamental study of giving as a social phenomenon is presented by the author, who suggests some of the "motives for asking" in considering a solicitation.

The danger is that an institution becomes superficial in developing its fund development program. To quote Jean Glasscock of Wellesley College as she paraphrases a fund raiser in a recent issue of *Harper's*, "No one will pay for the essentials if he knows that they are the essentials. Perhaps, though, we can put a new face on some of the old things—wrap them up in a new package." She warns that "at that point ingenuity, deviousness, resourcefulness and imagination are brought into play." What may well follow is a loss of the academic integrity of the institution.

"That's for the Other Fellow"

IT'S CURIOUS HOW SOME PEOPLE AND INSTITUTIONS have reacted to the national defense emergency created by the Korean situation.

In general, there appears to be a genuine attempt to re-evaluate objectively present procedures, resources, needs and shortages for the purpose of greater efficiency.

In some cases, however, special pleaders are capitalizing on the current situation and preparing "reasons" why their pet projects should not be interfered with because they represent "significant contributions to the defense effort." Some devious thinking is practiced in clamoring for No. 2 priorities, for special deferments of staff and students, and other favored considerations. The philosophy appears to be that if rigid controls are necessary they should apply to the other fellow.

Whatever future months may hold for colleges and universities as the result of the military campaign in Korea, let us hope that selfishness masquerading as "contributions to the defense effort" will not be typical of college administrators.

AN EDITORIAL IN THE MARCH 1950 issue of COLLEGE AND UNIVERSITY BUSINESS led me to write this article. The editorial pointed effectively to "Faulty Planning" in educational institutions, and asked: "Why does it so often happen when new buildings are planned that the persons most directly involved are ignored?" It cited several examples of the damage done by faulty planning of new buildings, quoting reports of food service directors, superintendents of buildings and grounds, and residence hall directors.

But it ended with the stock suggestion that "there will be fewer mistakes . . . if all parties involved are called in for consultation throughout the planning stage." Of course! But *who* is going to call them in? Who among busy top administrators, with hundreds of other duties and worries, has the time? Has the head of *your* institution assigned this responsibility to any one executive and given him time to carry it out?

This article not only suggests an answer for this basic problem, but also suggests an orderly approach to the planning problem.

BROADER APPROACH

The editorial, however, discussed only the planning of new buildings. There are equally neglected and even more serious problems of planning in day-to-day business and service operations. We are blind if we restrict planning to campus architecture when the problem of planning campus services is at least equally important.

What do I mean by "services"? Haven't you heard professors complain about classroom heating, crowding or custodial services? Don't your students comment on library services and student counseling and recreational facilities? Aren't your department heads concerned with the costliness of audiovisual aids, printing service, equipment repair, or remodeling? Don't deans object to the complexity of personnel, purchasing, inventory and accounting procedures? The services



You'll be wise to consider a

PLANNING OFFICE

FRANK PIEPER

Senior Personnel Representative
University of Minnesota

mentioned are vitally important to these people and, when poorly planned, cause thousands of hours of teaching and research time to be lost each year.

How many universities analyze these problems by consulting the people concerned and then planning such services to fit the needs and resources of the institution? Very few. So far such planning has been applied only to isolated service problems, and only when they became acute. *Ad hoc* committees and special "consultants" usually have carried on the planning work in an atmosphere of some confusion about their status, and with an incomplete view of the institution as a whole.

How can planning be placed on a sounder and more nearly permanent basis, and who should do the work?

WHAT IS PLANNING?

Administratively speaking, isn't planning a process of determining future action by making present decisions with the help of all significant facts about past experiences? And isn't this kind of administrative planning the administrator's job since his responsibility includes the gathering of operational information and the making of crucial decisions?

First of all, then, planning must be recognized as a continuing *administra-*

tive necessity. From the top to the bottom in most educational organizations there is too much sloughing off of the responsibility of planning by administrators because it "takes too much time" or "we're too busy with day-to-day operating problems." Planning is an important part of the administrative job and needs to be so recognized.

Leadership in this direction must start with the chief executive of the institution. As the top administrator, he must initiate any real planning program with a full recognition of his own need for liaison with lower levels. It also is he who must "spark" it on a continuing basis.

The thing that most administrators tend to scant in planning is embodied in the last four words of our definition—"facts about past experience." They haven't time to gather such facts themselves, and line operating personnel won't gather them without adding defensive coloration or omitting unfavorable but significant points.

From the president on down, what administrators need is a planning service that can do the painstaking job of gathering and analyzing the elusive facts. The president must remain the top planner, and intermediate administrators must remain the planners for their branches of the organization, but they need facts.

PLANNING MACHINERY

Two additions need to be made to the organizational machinery of most universities to do the job: (1) a planning office or management research office, and (2) a permanent system of conference groups of academic and business administrators to provide a democratic method of bringing together all parties involved.

OFFICE ORGANIZATION

The president of the university, as the chief administrator and therefore the top planner, should establish the planning office with its head reporting directly to him. He should make it plain that it is purely a liaison agency—a "management arm" or "staff" office that gathers facts in an advisory capacity for him and all other subordinate administrators. Its head does not decide *whether* changes shall be made but merely gathers the facts and makes recommendations.

The person to fill the position of planning officer should be trained in the technics of administrative planning, in the methods of management

engineering, in the principles of organization, in social science research methodology, and must, in addition, be an experienced conference leader trained in the skills of the organized conference method. The size of his office staff will, to some extent, depend on the size of the university. There should be no skimping on clerical staff, and he will need professional assistance on either a full-time or a part-time basis for specialized studies involving statistical, accounting and engineering analyses.

PLANNING OFFICE PROGRAM

Once created, the planning office might start its work, of course, by plunging right into the task of help-



ing administrators solve specific and well defined organizational or procedural problems. It would be worth while, however, for the planning officer to take two preliminary steps:

1. Look around in a general way at the statistics being kept on service operations, building construction and use, student enrollment, personnel and financial operations; at existing organization charts, functional descriptions of unit operations, and job descriptions. Taking this step will avoid unnecessary work later and will give the planning officer an insight into the operations of the university that no other single person has.

2. Start a series of carefully planned and executed conferences with small groups of deans and department heads in order to (a) orient them to a planning program and stimulate their thinking on the possibility of improvement of management services; (b) uncover main areas of poor planning and operation and identify the most urgent problems.

Great care should be taken to ensure that these conferences will proceed in an orderly fashion toward their objectives. They should be true conferences, not haphazard committee meetings. They should utilize the organized conference method to introduce the subject systematically and efficiently, obtain the points of view of all present,

keep the discussion on the topic, keep individual members from defeating the objectives of the conference, record the consensus of the group, and summarize by indicating necessary action and assigning some responsibility for action to the group. The size of the conference group should always be limited to from 10 to 16 members.

MANAGEMENT COUNCIL SYSTEM

These preliminary conferences are the start of the management council system, and this system is the key to the problem posed by the editorial when it suggested that there "will be fewer mistakes . . . if all parties involved are called in for consultation throughout the planning stage."

By "system" I do not mean an array of conference groups of fixed membership but rather a community of overlapping conference groups in which the membership in any one group may change from time to time in accordance with the planning needs, problems and subjects of the moment.

Starting the work of the council system with the objectives listed (orientation, identification of problems) will place both its work and that of the planning office on a firm public relations footing with administrators throughout the university. The preliminary conferences should be so conducted as to eliminate fears and demonstrate the way in which the planning office will serve administrators at all levels. This will open new avenues of administrative communication up, down and across the organization. (The conferences ultimately will become forums for eliminating misconceptions about administrative policy and procedure, for destroying resentments, for distributing information down the organizational hierarchy, and for bringing ideas up the same channels.)

It should also be parenthetically noted here that one of the most difficult problems in university administration is that of communicating up, down and across a very complex organizational structure. It would appear that most university presidents have been quite at a loss to know how to create and maintain effective communication with and among the several hundred departments that may constitute the university. The collegial organization implies, and requires for the maintenance of intellectual freedom, an autonomy of operation that sets up intangible barriers to both vertical and

horizontal communication. The management council system suggested is a device that achieves communication without sacrificing the values involved.

PROBLEM SOLVING STAGE

The preliminary conferences undoubtedly will unearth a substantial number of acute organizational or operating problems, and the stage will be set for the planning office to investigate one or more of these.

The method of approach to each problem will vary with its type and with its complexity, but organizational and procedural problems usually will require that the planning staff take most of the following steps. It will need to:

1. Interview (with the aid of standard questionnaires) users of the service being studied, administrators of that service, and employees and supervisors, to get a picture of how that particular part of the university organization functions (both formally and informally), to study the pattern of attitudes toward it, and to see how procedures are used.
2. Tabulate statistics of operation, finance and personnel (for a great variety of purposes, depending upon the situation).
3. Review its preliminary findings with the department involved and with conference groups of all other parties interested.
4. Study the organization and methods used in other universities, industry and in other comparable agencies.
5. Formulate and write preliminary recommendations.
6. Review its preliminary recommendations with the same groups consulted in step 3.
7. Write final recommendations and submit them to administrators for action.
8. Follow up to help administrators understand and use the recommendations.

Planning new physical facilities involves many of the same steps, but the logical place to start in this case is with conference groups of all interested parties to uncover all of the related avenues of study. Then the same principles of social science research should be applied (all basic operating, finance, personnel, engineering, architectural and "need for service" data should be accumulated), preliminary findings should be reviewed with the conference groups, preliminary recommendations and building plans dis-

cussed and corrected in the light of group consensus, and final recommendations submitted to top administration.

There has been no suggestion that a master plan be developed into which all plans for the institution would neatly fit. Such a plan, if it is ever developed, should arise out of studies of specific problems. An appropriate master plan probably would take the form of a set of master policy proposals that would guide rather than confine planning. The administrative process is dynamic, and administrative planning can be no less dynamic.

FOLLOW-UP STAGE

Any plan is worthless unless it is used. The planning office should be the "arm" of the president that helps administrators down the line work out the implementation of every plan submitted.

Assuming top administration and departmental administrators have agreed upon the adoption of a particular plan, its implementation, especially if it is a complex plan, must be a gradual process. Organizational and procedural changes cannot be imposed overnight without proper orientation and other types of training for everyone involved. And all steps in implementation must be executed with a great deal of diplomacy.

The planning officer should work on a close personal basis with departmental administrators in helping them understand and apply the plan. After changes in procedure have been effected, there will be many "bugs" to be worked out of the new operating ideas (no matter how many people have contributed to or criticized them). The planning office should actively seek to help each administrator work out these problems and, in the name of the president, should place the entire resources of the management planning office at the disposal of the administrator to aid him in his new and larger task of supplying a better service.

The management council system will be a great aid in the implementation process. The organized conference method can eliminate many of the difficulties usually encountered; if handled correctly, it stimulates enthusiasm and eliminates opposition to any logical program. Conferees at every level in the organization can be brought to adopt the program as their own by being made to feel that they have had a part in building it.

If the plan is for a new physical facility, the planning office should work with the architects and engineers throughout the drawing board and construction stages, to ensure that all requirements of the location and the plan are met.

HAS PROGRAM BEEN TRIED?

Each part of this program has been tried and been found workable. But it has not been tried as a total program in one organization.

Some municipalities (under the council-manager form of government) have come close to using the program in its entirety. They have planning officers (who deal with community planning problems) and administrative organization analysts (who deal with city government service problems) attached to the chief executive. These planners are making use of committee (and even true conference) systems for advice. They offer continuing help to the community and the city government administrative organization.

A large number of industrial firms have management conference systems for purposes of creating avenues of communication on management ideas. They have shown that the organized conference method produces significant results in bringing together planning ideas and in creating support for programs involving change of new methods for old.

A few universities have conducted spot surveys of particularly pressing problems. (They have usually either hired outside consultants, such as industrial engineering firms, or set up interim faculty committees to do the job. They have found that the outside consultants are prohibitively expensive, lack knowledge and thorough understanding of the institution's problems, and leave without accomplishing the implementation of their recommendations. Faculty committees usually have only a passing interest in the problem, do not have an administrative point of view, create animosities between teaching and service staffs, do not draw distinctions between what is desirable and what is possible, and have no full-time staffs for fact finding.)

These three approaches (city planning, industrial conference communication systems, and recognition of the need for university planning) should be brought together.

Any university can afford to support a management planning office. If it is already paying consultants high

fees for spot surveys, it can do a better job for less money on a continuing basis with its own planning staff in the office of the president. If it is not doing organized planning, it is wasting far more than it saves by ignoring the problems.

IMMEDIATE PROBLEMS

We need not look hard for examples of university problems that need immediate planning service. The rapid expansion of most of our institutions is making administrators ask for help.

Existing departments are being swamped with demands for their services; new departments are being created; sometimes even whole clusters of departments (as in the development of interdisciplinary research programs or the addition of a new campus or branch) are being organized or reorganized. Tens of millions of dollars are being spent on new plant additions.

The addition of a new campus or branch, especially when a building program is involved, gives us the most perfect example of the need for planning service. It presents problems of site and architectural planning (including study of such problems as traffic, housing, municipal services, building layout, and space utilization), administrative and academic organization, business and student service facilities and operations, community orientation, and liaison with the main campus, to mention only the most obvious points. The saving that can be made by systematic study of these problems is enormous! Administrators, from the chief down, need planning help to relieve these growing pains—they need it now; they need it badly.

SCIENTIFIC APPROACH

The basic suggestion of this planning program is that the same principles of scientific investigation can be applied to university administrative

problems as are applied to academic research problems.

As early as 1910 Morris L. Cooke, pioneer scientific management man, suggested in a report on "Academic and Industrial Efficiency," published under the auspices of the Carnegie Foundation, that the scientific approach might be found useful in college administration, but little has been done to follow his suggestion. He pointed out that it was practically impossible to find any broad problem in university administration that was solved in the same way by any two institutions, and that no institution investigated its management problems systematically from an over-all point of view.

Industrial firms, which must be efficient or die, have found that scientific management planning pays. When will universities discover it? In industry, of course, management planning means the integrated consideration of plant, production, sales, service and organization problems in one breath. I want to make it clear that I am *not* suggesting that management planning in a university include the breadth of objective it involves in modern industrial planning. "Product" planning on a universitywide basis in either teaching or research, for instance, undoubtedly would do more harm than good. I suggest merely that there is a vast area of planning of business and student service functions and of plant facilities to which the program can and should be applied.

CONCLUSION

Probably the best conclusion to this article is to point out that there can be no conclusion to the work of a management planning office in a university. Planning is a continuous process to meet continuously changing needs.

It perhaps should be emphasized again that management planning at

the top level of an organization takes nothing away from the powers of administrators at any level. Rather, it adds to the ability of each one to do an effective job. It makes their work easier by helping them to integrate their programs so that they work together smoothly instead of overlapping and clashing.

Management planning carried out on a democratic basis gives to every administrator a greater sense of importance, because he feels that he is participating in the plans of the organization as a whole instead of being isolated with his own problems. Most administrators feel the need for being able to see the other fellow's problems in order to solve their own. They are not afraid of losing power in the process.

Effective use by administrators of the planning office and management council system suggested in this article will lead to such results as: (1) better use of funds in building programs; (2) correction of organizational and operating inefficiencies which supervisors may now be aware of but feel themselves powerless to analyze or erase; (3) improvements in the morale of staff members and students; (4) better balancing of services; (5) elimination of duplication of effort, and (6) acceptance of administrative policies and procedures.

A management planning office in a university, as in any other complex organization, does nothing more or less than provide a brain which has time to accumulate, absorb, think through, and suggest answers for organizational and operational problems. In other words, a management planning office is nothing more than a service agency itself. It is a service to top management officials and to departmental administrators throughout the organization. Its service is to help make administration easy, effective and worthy of the name.

Personality Traits of Business Managers . . .

. . . are sharply delineated by Harvey Sherer of the University of Illinois in a study of the ethical aspects of college management scheduled for the November issue. The author will enumerate certain significant standards of conduct that will help assure the college business manager of success.



LET THEM WORK FOR CAKE AND COLLEGE

Thumbs down on **FEDERAL SCHOLARSHIPS!**

GUY E. SNAVELY

Executive Director, Association of American Colleges

NEVER HAS THERE BEEN A ROYAL road to learning. Nor will there be even if every young man or woman is given a federal scholarship for a chance at a collegiate education. There still will be required hard work and persistent application to study.

This is not the place to belabor the Shakespearean dictum "Sweet are the uses of adversity," but a youth of ability and ambition can usually find ways and means to complete a college education even if he has sizable financial handicaps. Many have done so in the past and many are still doing so.

When I completed my elementary school education with the seventh grade, which was the final year throughout the South at the turn of the century, the high school nearest the family farm was 15 miles away. It was just too far to travel daily with the horse and buggy.

With wheat selling at 60 cents a bushel and corn at 40 cents, which now bring \$3 and \$2 a bushel, respectively, the family exchequer could not be stretched to permit boarding at the site of the county high school. If *pater familias* had not doggedly registered as a Republican the state senator, always of the other party in Baltimore County, might have saved the day with a scholarship appointment to the Maryland State Normal School.

FARM PRODUCTS FOR TUTORING

Toward the close of the summer the new Methodist minister on the community's five-charge circuit, hearing of the ambitious lad and omnivorous reader, avid for more education, called on the farmer parishioner to volunteer his service as tutor. Acceptance was promptly given. In return for a load of corn for the itinerant's horse, a load

of hay, of straw, and one or two loads of firewood, all of which I hauled from my father's farm, the busy pastor gave about an hour a day to hear me recite my lessons. I spent some six hours a day five days a week in the pastor's study. I was able to master without much assistance the nine units required for admission to the Johns Hopkins University in the fields of English, history, physical geography, algebra and plane and solid geometry, but the four years of Latin and two of Greek needed the help of the patient pastor.

Two years of this exchange of farm products for a pastoral by-product of instruction prepared me to pass the entrance examinations with "minor" conditions in Greek and Latin prose composition, which would have taken four years in an accredited high school.

With a loan of \$150 from a neighboring farmer and the same amount of cash from home, by tutoring and other projects I was able to be graduated with my class in four years. Through tutoring and part-time teaching in

Baltimore high schools, I went on to obtain the doctorate of philosophy in Romance languages at Hopkins. When the head of the department tactfully told me I needed facility in speaking French, I obtained a free trip to Paris via one of the cattle-ship liners then plying weekly from the port of Baltimore to Liverpool. Via a species of evolution through the positions of college professor, registrar, dean, president, my present position as counselor and servant to 670 college and university presidents has been attained.

During 17 years as president of Birmingham-Southern College, an accredited institution with a Phi Beta Kappa chapter, I have had the thrilling experience of helping many young men and quite a few young women to college graduation who raised their tuition and other college expenses largely or completely through their own efforts. In most cases these ambitious youths were graduated with distinction. Nearly all of them now hold high positions in their chosen fields of life work.

SUCCEED THROUGH OWN EFFORTS

By way of illustration and emphasis, an example or two from various fields of human endeavor can be cited. The present congressman from Birmingham, the 9th District of Alabama, was a campus worker and found time to be president of the student body. Another student president came from a South Alabama farm with his only capital of \$100 borrowed from a neighbor; he is now president of an accredited college and highly respected in educational circles, as indicated by various prominent committee assignments of a national character that he holds.

Quite a few clergymen now holding appointments in the larger churches paid their way through Birmingham-Southern College by outside activities, including part-time preaching. One of this number is dean of a well known school of theology. Several earned their way as reporters for the Birmingham newspapers. One of these is now editor of a church paper of national circulation; another continued advanced study through outside work and post-graduate scholarships to a doctorate at Yale University in Arabic and was for a time U.S. cultural attaché in Cairo, Egypt.

One lad earned his way as clerk in the bursar's office and now has a high position with the Du Pont Company,

while another from the same office is a business success in San Francisco. Of those who entered the law there comes to mind one who was the president's secretary who is now assistant to the chancellor of a large state university system and who recently declined a college presidency in Georgia.

A young woman became the dean's secretary after a year or two in the business world following her high school graduation. Shortly after graduation from college she became secretary to the head of an important New York foundation. She is now the wife of a distinguished physician in Seattle and is a leader in community life as well as the mother of three brilliant youngsters. Another young lady earned her tuition as college reporter and assistant to the alumni secretary; she is now the wife of a high government official in Washington and has been the editor of a well known magazine.

Many other illustrations could be cited from our alumni. The same inspiring record holds in other colleges. Harvard, our oldest college, has just established in Cambridge a student aid center with several persons on full time to direct its program.

For the more brilliant students there are many scholarship opportunities that pay part or all of the tuition fees, and sometimes, in addition, part or all of the living expenses. In most cases the award is made on a competitive basis.

For those high school graduates earnestly seeking a college education who are unable to find jobs or win scholarships there are available loan funds. Each college has its own loan funds, though in most cases somewhat



limited. There are many other loan funds open to all; some have certain restrictions. For example, the Methodist and Presbyterian boards of education have accumulated large funds available to their respective constituencies. The Masons and other fraternal organizations have sizable loan

funds. There are also independent foundations, like the Pickett and Hatcher Educational Fund of Columbus, Ga., which have millions of dollars on hand for lending to students in liberal arts colleges.

The aforementioned data will refute largely the criticism that college nowadays is geared up to take care only of the sons and daughters of the rich. "Where there is a will there is a way" still holds true.

FEDERAL JOBS?

Suppose we do succumb to the narcotic suggestion that it is best for the taxpayers to send additional monies to Washington to be assembled and distributed back to the states, after a large share for overhead has been retained, for a general scholarship program of large dimensions, what will happen to the great horde of additional college graduates? Quite obviously most of these will clamor for Uncle Sam to guarantee them posts of responsibility with commensurate stipend. If they lacked initiative in the first place, it is unlikely they will gain it in college. A good article on this subject was written by Prof. Seymour E. Harris of Harvard for the Jan. 2, 1949, issue of the *New York Times Magazine*. The title is "Millions of B.A.'s but No Jobs."

It is readily conceded that our nation desires and really needs to have its citizens obtain all the education they can absorb. It is fair to say also that we have a higher percentage of more highly educated people than have most other nations, as well as a lower illiteracy rating. These facts became quite evident from observations I made a year ago on a trip around the world with the Town Hall party.

In addition to the opportunities previously described, the fast growing junior college movement opens doors to high school graduates of limited means. This type of college in most instances is state supported, hence has little or no tuition fee.

Assuming for the moment that there is no longer a limit to the taxpayer's ability to "cough up," we must face squarely the dangers ahead when we abrogate the state's responsibility to the federal government. No federal grants can be made without a certain amount of auditing and supervision. Bureaucracy, more or less arrogant, always has arisen in other areas of government assistance. In foreign lands where there are schemes of federal

scholarships the heavy hand of the bureaucrat is ever felt.

Some will say here, "What about the G.I. scholarships?" Of course, we all applaud this noble gesture of a grateful country to the lads who offered their all to save our democratic form of life. The plan was developed to give the boys a chance to recover the educational opportunities they lost in the war years. This type of federal scholarship is for a specific purpose and for a short period. Alas! even in the management of this most worthy project the ugly shadow of arrogant bureaucracy looms on the horizon. For interminable hours I have sat with the committee on relationships of higher education to the federal government of the American Council on Education listening to and participating in arguments with Veterans Administration officers over policy matters which should be left to college administrators.

Unthinking persons will feel that when the term of veterans' aid expires, which will occur shortly, the colleges will suffer greatly. The higher institutions bravely have met the unexpected overwhelming increase in enrollment brought about by the passage of the Serviceman's Readjustment Act. However, most colleges and universities, both large and small, indicate that they will be glad to return to a normal enrollment in keeping with their physical and financial capacity. The majority already have announced maximum figures of enrollment they desire to maintain.

An unexpected result of the recent rapid recession in G.I. enrollments is the effect being felt by the women's colleges. The departure of the veterans releases residence hall space and other facilities in the state universities and other coeducational colleges and universities so that women candidates are no longer discouraged by admissions' officers of coeducational institutions. Quite a few women's college presidents now report that waiting lists of aspirants for admission no longer prevail.

The Congress continues blithely to subsidize the raising of potatoes though carload after carload may have to be sold for 1 cent per hundred bushels as was done recently by our government in a shipment to Portugal, according to a United Press report. This policy is far more humanitarian than pouring kerosene on piles of potatoes in Maine to make them unusable. It may be possible that our solons will feel it necessary to keep



Charles C. DeLong, bursar at the University of Illinois, dictates to Pat Wilbourn of Cairo, Ill., who worked part time in his office.

the colleges full by appropriating funds for federal scholarships. They surely will face more serious difficulties in disposing of the unemployed alumni than they do with the surplus potatoes. At least there would be a clamor to substitute perfume for kerosene.

ORGANIZE FOR FUND RAISING

The unrealistic social planners can discover that the colleges are meeting the emergency, as they have done in previous crises. Following the lead of the older and stronger institutions, practically all colleges are making dignified appeals to alumni and other friends for annual gifts for current operations. Thus, most of them are able to balance their budgets. A group of four colleges in Indiana banded together last fall for a joint appeal to the larger corporations for gifts for current operations. The results were so gratifying that the rest of the independent and church related colleges in Indiana met on April 11 of this year to do more intensive cooperative work in this direction. A group of 20-odd nonstate supported colleges of Ohio has recently organized for the same purpose. The Association of American Colleges has a standing commission to cooperate in this area under the chairmanship of President Harold E. Stassen of the University of Pennsylvania.

The published records of the independent colleges and universities indicate eloquently that alumni and others

have responded well to appeals for annual gifts. The church supported colleges should—and many do—make their cases stronger with their constituencies. I know of one church college that receives \$65,000 annually from its supporting synod. I have read official reports that others have received around \$30,000 and \$40,000 annually from their respective supporting conferences. The independent and church related colleges must not, and will not, fall behind in the procession.

Persons worrying about the possible demise of the colleges might take heart from the perusal of a front page article in the *New York Times* for March 20, 1950. This article observes that the education directory of higher education issued by the U.S. Office of Education reported the addition of 89 new institutions. A superficial glance at the story would give the impression of a great expansion in the number of regular colleges. However, an intimate study of the additions shows only 13 new colleges; all the rest are junior colleges or technical and professional institutes. The directory indicated the closing of one unaccredited four-year college. This leaves a gain of 12 with optimistic administrations.

The same old pioneer spirit that made our country great will keep our colleges and universities operating on a high plane and will assure our young people of ambition an opportunity for a college education.

The management of **ENDOWMENT FUNDS**

EDGAR H. BETTS

Vice Chairman, Board of Trustees
Russell Sage College, Troy, N.Y.

HOW TO OBTAIN ADEQUATE INCOME FROM ENDOWMENTS has become a question of great importance to college presidents, business officers, and trustees. As everyone knows, interest rates are down, while costs have gone up and up.

What can be done about it? Experience and observation have shown that active and conservative management has caused endowments to grow and to increase their service to the institution; neglect has brought disaster to others.

In a previous article (C.U.B., Feb. 1950) I discussed the control of endowment fund investing from the trustees' point of view and suggested various means of utilizing

the knowledge, skill and judgment of the individual members of trustee committees on investment and finance.

Here it will perhaps be helpful to list the elements of good practice in endowment fund management, and in contrast some other practices frequently observed. This has been done in the familiar form of a check list, so that anyone with responsibility for an endowment fund will be helped to make an appraisal of the procedures that govern the management of his particular fund. Good management means growth of principal and income; it encourages gifts. It increases confidence and good will.

CHECK LIST FOR TRUSTEES OF ENDOWMENT FUNDS

BEST PRACTICE

PURPOSE OF AN ENDOWMENT

An endowment is a fund to be maintained inviolate, whose only purpose is to produce income for the institution. No other use—even temporary—is made of endowment principal. ☐

OTHER COMMON PRACTICES

The endowment or part of it is loaned to other funds of the institution, or hypothecated for bank loans, or mingled with current funds or building funds. ☐

WHAT IS YOUR BOARD'S INVESTMENT POLICY?

INVESTMENT POLICY

Statement of Objectives

Endowment is invested in such a manner that income from its investment is entirely independent of the operation of the institution.

Investments are chosen with a threefold aim: (1) safety of principal; (2) adequate income; (3) such growth as is consistent with safety and income. Procedures to realize these objectives are decided upon and recorded after thorough discussion by the governing body. ☐

Types of Securities

Bonds, preferred stocks, common stocks, mortgages and income producing real estate are all permissible investments, if (1) full information is readily available; (2) their quality and price are satisfactory; (3) the income from them is adequate. ☐

Securities Received as Gifts

Unless the grantor requires their retention, securities received as gifts are scrutinized as impartially as is any proposed investment. If they prove unsuitable they are promptly sold. ☐

Spreading the Risk

A plan for spreading the risk by diversification of investments is worked out. A limit is placed on the portion of the fund that may be invested in a single type of security, industry or company. ☐

The endowment or part of it is "invested" in buildings or other income producing facilities of the institution, thus making endowment income dependent on operations of the institution. The responsibility of forming and stating investment policy is evaded. Overemphasis on income or on capital gain, which may be appropriate for personal investments, is allowed to control the choice of securities to be purchased or sold. ☐

Instead of *buying* their securities, the institution lets somebody *sell* them. Adequate analysis and evaluation of stocks, bonds and mortgages proposed for purchase are not made. ☐

A mistaken sense of loyalty to the donor impels the retention of gift securities that are not appropriate for endowment fund investment. Trustees forget that there is just as much responsibility in holding a security as in buying it. ☐

Mere scattering of investment in a long list of stocks and bonds is not good diversification. Unless the types of securities and the industries represented are well chosen and balanced, the risk is still concentrated. ☐

WHAT IS YOUR BOARD'S INVESTMENT POLICY? — Cont.

BEST PRACTICE



Timing

Timing of purchase and sale is rarely perfect, but long-term capital growth is aided by varying the stock-bond ratio of the investments in conformity to the fluctuations of the market. One of the good ratio plans is used for guidance. ☐

Income

A larger income over a long period of years depends primarily on the growth of fund principal. Annual fluctuations in income may be counteracted by reserving any income in excess of an agreed amount (say 4 per cent) for use in lean years. ☐

OTHER COMMON PRACTICES



A sound policy is not adopted. Stocks are bought when they are high; long-term bonds are chosen when interest rates are low. The common errors of snap judgment are sometimes made by the best of committees unless they are guided by a long-range plan. ☐

The trustees attempt to obtain a larger income for the immediate future by the purchase of securities of inferior quality, thus exposing to needless risk the fund's permanent income producing ability. No effort is made to equalize income over a period of years. ☐

HOW DO YOU MANAGE CONTROL AND ACCOUNTING?

CONTROL AND ACCOUNTING

Books of Account

Books are kept in a form appropriate to the needs of an endowed institution. They include a complete record of each trust and a list of investments with each investment fully described on its individual card or page. The books are regularly audited. ☐

Investment Reserve

Gain or loss from redemption or sale of securities is accumulated in an investment reserve account. ☐

Annuity Funds

Annuities are kept separate and not included in the endowment until the death of the annuitant. Gifts subject to annuity are accepted only on terms that will not reduce current income. ☐

Pledges

Pledges and subscriptions are carefully recorded, but they are not endowment until actually collected. ☐

Pooled Funds

Unrestricted funds of different origin but serving a similar purpose are pooled for investment and the income ratably distributed. ☐

Custody

Securities are kept in the custody of a bank or in safe deposit boxes. Only authorized persons have access to them, and only if at least two persons are present. The securities are certified by an independent auditor. ☐

A business system of profit and loss accounting is used, or sometimes merely a record of receipts and disbursements. The history and even the exact amount of the endowment are not known. ☐

No investment reserve account is kept. ☐

Annuity funds are accepted without calculating the effect on current income. They are included in the endowment funds. ☐

Pledges are recorded on the books as accounts receivable, without adequate reserve for uncollectibility. ☐

Each fund, no matter how small, is separately invested despite the obvious advantages of larger scale investment in a pooled fund. ☐

Too many persons have access to the securities. Or the treasurer alone has access because the securities are kept in his own safe or safe deposit box. ☐

WHAT IS YOUR MANAGEMENT ORGANIZATION?

MANAGEMENT

Responsibility for Management

The members of the governing board recognize their responsibility for endowment fund management, and adopt practical means to discharge it. ☐

Investment Committee, Organization, Procedures

Trustees who are known to have sound judgment and broad experience in investment matters are appointed to serve on this committee. A firm of investment counsel or an employed officer furnishes advice and statistical information. He evaluates and summarizes the investments for each meeting of the committee. ☐

Securities are put away and forgotten. ☐

The board as a whole attempts to manage the fund in "town-meeting" style. Advantage is not taken of the specialized knowledge and skill of some members of the board. Or, if an investment committee is appointed, it is not instructed as to the scope of its authority or it is careless in the discharge of its duties. ☐

WHAT IS YOUR MANAGEMENT ORGANIZATION? — Cont.

BEST PRACTICE

Committee Meetings

The investment committee meets at regular dates. Full minutes are kept and are filed with secretary of the governing board. ☒

Committee Reports

Reports of all transactions affecting investments are made to the governing board at each meeting. Such reports not only account for all money received and spent, but also enable the trustees readily to appraise the work of the investment committee and the current state and future outlook of the endowment. ☒

Research

Continual study furnishes accurate evaluation of securities held and of those whose purchase is contemplated. ☐

Review

A complete review of the fund is made frequently. A list is compiled of all investments and cash in the fund, showing book value, market value, and current rate of income from each security held. A summary shows the amount committed to each classification of investment (government bonds, corporate bonds, preferred stocks, common stocks, and other investments) and the ratio of each classification to the whole fund. ☐

Long-Term Reports

The complete history of the fund, its sources and the record of its management over the years, is recorded for the information not only of the governing board but also of the constituency of the institution. This record is arranged in such form as will permit comparison with that of other institutions whose affairs are known to have been well managed. The effect of such reports is to retain and increase public confidence in the management of the institution. ☐

OTHER COMMON PRACTICES

Meetings are infrequent and occasional. The list of securities is reviewed cursorily. Adequate minutes are not kept. ☐

Written reports are not made, or they are inexact or incomplete. ☐

No research is undertaken. The tendency is to hold securities already in the fund despite changes in their essential quality or in the business outlook. Needless changes are made on the basis of insufficient information. ☐

No review is made. No one is held responsible for doing it. ☐

Reports are incomplete, poorly arranged, inconsistent from year to year, and confusing to the reader who may be a prospective donor. ☐



THE BUSINESS MANAGER OF A MODERN university must be a versatile individual these days. Not only is he the budget officer of an extensive educational and research program, but he also is the managing director of a widespread and diversified group of auxiliary enterprises. In some complex institutions he may be financially responsible for the community's largest recreational program—intercollegiate sports; the largest hotel—the college residence hall and dining halls; the largest health center—the medical college's teaching hospital; the largest private club—the student union; the largest real estate activity—the college's investment property.

Occasionally the business manager may be called upon to assume a most unusual job, such as serving as sexton of the university's private cemetery or clerk-in-charge of a branch U.S. post office.

When I assumed the business management of the University of Cincinnati seven years ago I discovered, among the myriad of my activities, that I was the so-called clerk-in-charge of a branch post office serving not only the university and its faculty and staff but also the people in the suburb of Clifton Heights in which the campus is located. The university some years previously had contracted with the post office department to operate a contract station known as Campus Station. In accordance with the postal regulations, the contract is negotiated between the post office and an individual, the individual being the business manager. Hence the title, clerk-in-charge.

The present campus station is a far cry from the modest one-man mailing department which the university established in 1931. That first year the mailing room handled 162,000 pieces of mail and showed postal receipts of \$4,224.83.

The campus station now requires the services of four full-time and three



We operate a

BRANCH POST OFFICE

NORMAN P. AUBURN

Vice President, University of Cincinnati

part-time employees. During the last year it handled 4,250,000 pieces and showed postal receipts of \$105,000. The receipts, of course, include the university's official mailing plus the personal mailing of the students and faculty and the citizens in the community.

Although the postal clerks are employees of the university, their wages are in part covered by the terms of the contract with the post office department. They are subject to all postal regulations.

The campus service is such that a separate zone number (21) is required for the university, it being the only institution in the city with its own zone number. Another advantage of the post office to the university is that postal slogans publicizing campus activities can be imprinted on all outgoing mail handled by the meter.

When plans were developed for a new classroom and office building on the campus, space was allocated for the post office. It has double the capacity of the previous post office.

Cincinnati's postmaster, C. J. Bocklet, described the city's newest branch post office recently as "one of the most modern and efficient—the last word in branch post offices. The new quarters will take care of the needs of the university and the community now and for some time in the future. This post office shows wise planning on the part of the university."

A publicly supported institution naturally wants to serve the community in every way it can. Operating a branch post office is a far cry from providing higher education. But our experience proves that a campus post office is mutually advantageous to the institution and to the community.

Postal boxes and postal windows stretch along the hallway of the branch post office on the campus of the University of Cincinnati.

PURCHASING AGENT

Part II

CHARLES W. HAYES

Director of Purchases, Emory University
Emory University, Ga.

A CONTRACT IS FORMED WHEN THERE is mutual assent between an offeror and an offeree. The elements of the contract involve an offer, an acceptance, and a consideration all resulting in a meeting of the minds or mutual assent between the contracting parties.

Contracts may be *formal*, involving written documents signed and sealed in a prescribed fashion, or they may be *informal*, or oral, contracts. In early times the only valid contracts were the formal sealed documents. In the 15th century, however, the doctrine of consideration began to be accepted and now informal contracts are far commoner. A sealed instrument is required for certain purposes by statute, and of course for any contract the seal has the effect of extending the statute of limitations in most states to a longer period than would be possible under mere "open account" business. Most states under the various statutes of frauds require a "memorandum in writing" to cover certain contracts, but this requirement is flexible and may range all the way from a formal document signed and sealed by both parties to the evidence presented by an exchange of letters or a rough memorandum embodying the conditions of the contract made by either party.

CONTRACTS MAY BE ORAL

Legally, then, in most cases perfectly valid contracts may be made orally. A good procurement officer will issue a purchase order to reduce to written form the essentials of the contract and to serve as a record of the transaction. While it is not necessary legally to issue such orders, it is far more difficult to prove oral contracts than to prove the same informal contract when the purchase order itself is evidence of the transaction.

Contract law covers a large body of circumstances. It will be impossible even to enumerate all the special cases and exceptions. We shall discuss briefly the part that is of most interest to purchasing agents.

An offer may be defined as the communication by one party, known as the offeror, to another party, the

offeree, of the former's willingness to act or refrain from acting in a certain way if the latter will act or refrain from acting as requested.

Some important points to be noted about offers may be briefly stated as follows:

1. The offer must be communicated to the offeree.
2. The offeror and the offeree must be thinking of the same subject matter for the offer to be effective.
3. The offer must be definite. Most advertisements, circulars and even salesmen's "quotations" are considered as devices to induce offers rather than as legal offers.
4. An offer may stipulate the time during which it may be accepted. If no time is stipulated it remains open only a reasonable period of time. Death or insanity of either the offeror or the offeree causes an offer to lapse. An offer may be revoked at any time before its acceptance. The revocation must be received by the offeree. Public offers may be revoked by giving the same publicity to the revocation as was given to the offer. Option contracts consist of an agreement to hold an offer open for a definite period of time upon the payment of a certain sum of money by the offeree. Such an offer cannot be withdrawn until the option period expires.

5. Rejection of an offer causes it to lapse.

6. An attempted acceptance that varies in any particular the terms of the offer is considered a rejection. It is essentially a *counter offer* that may or may not be accepted by the original offeror.

ACCEPTANCE

An acceptance is an indication by the offeree of his willingness to be bound by the terms of the offer. It may, if the offer permits, take the form of an act, the signing and delivering

of a written instrument, or of a promise.

Several important considerations affect acceptances. These are as follows.

1. Acceptance of a unilateral offer is achieved when the act requested in the offer is completed. These are not too common.

2. A bilateral offer is accepted by a promise to do the things requested in the offer. This is the commoner form of a contract, *i.e.* "a promise for a promise" ("In accordance with your promise to deliver at the stipulated price, I accept and promise to pay you upon delivery").

3. Silence of itself never constitutes an acceptance. The offeror cannot force the offeree to speak, and such offers as "Unless we hear from you to the contrary within 10 days we will ship" are of no legal effect, particularly when it is obvious that there has been no meeting of the minds.

4. Only the offeree can accept an offer. He cannot assign it to a third party.

5. The acceptance must conform to the terms of the offer.

6. An acceptance of an offer received by mail is effective as soon as it is *posted*, properly stamped and addressed. If an offer is received by one method and accepted by another, it is effective only when the acceptance is *received* by the offeror.

7. The *place* of the contract is where the acceptance of the offeree is made. This may be important in dealing with out-of-state firms since the law of the place of making the contract is that of the state where the final acceptance is given.

LAW vs. PURCHASING PRACTICE

Since the language of the purchasing agent and the language of the lawyer are different, it is necessary for the purchasing officer to understand his terminology in terms of legal phraseology, particularly since conflicts between the buyer and seller must be settled in the courts.

It is important, too, to recognize that generally the purchasing agent,

or a buyer under his jurisdiction, has more authority than is given to vendor salesmen. The vendor limits his salesmen usually to solicitation of offers and to giving of information as to "current prices." The sales manager, or an individual authorized to make quotations, is usually the legal representative of the vendor authorized to make binding offers. For that reason it is important that a request for quotation form make provision for signature of the vendor company and by the "authorized individual" by his title. Usually, too, the vendor firm stipulates that it is not in contract until the order is *received and accepted* by the home office.

While these stipulations are open to debate, it is important that a purchase order follow all conditions in terms of the offer or quotation received and that the buyer request not merely an "acknowledgment" of the order but also, in cases of important orders, insist upon an acceptance unless the order in itself is a formal acceptance.

In order to clarify the conflicting terminology, the accompanying chart has been prepared.

The doctrine of consideration is essential to a valid contract. The courts, however, do not delve too deeply into the adequacy of the consideration. A mere gratuitous promise is not enforceable at law; the consideration, however, is considered adequate as long as it doesn't "shock the conscience of the court."

We have mentioned only briefly the Statute of Frauds, a statute enacted by all of the states setting forth those contracts for which there must be a "memorandum of writing." For the purchasing officer it is sufficient to state that this applies to contracts requiring more than a year to complete and to contracts involving more than a stipulated sum of money (varying by states). All transactions dealing with the sale or leasing of land also must be in writing.

CANCELLATION OF CONTRACTS

Purchasing officers are usually more liberal than the law requires in allowing modifications of contracts because of unforeseen conditions that would make the performance of the contract extremely unprofitable to the vendor. Such modifications are allowed usually as a matter of following the Golden Rule and for the sake of future harmonious relations with a satisfactory

PURCHASING TERMINOLOGY IN TERMS OF LEGAL PHRASEOLOGY

LEGAL	Offer + acceptance = mutual assent (= contract)
BUSINESS	Request for quotation → bid or quotation + order issued = mutual assent (= contract)
LEGAL	Request for offer → offer + acceptance = mutual assent (= contract)
BUSINESS	Salesman's call → order + acceptance by vendor = mutual assent (= contract)
LEGAL	Solicitation of offer → offer + acceptance = mutual assent (= contract)
BUSINESS	Mailing of order (on basis of catalog) + acceptance by vendor = mutual assent (= contract)
LEGAL	Offer + acceptance = mutual assent (= contract)
BUSINESS	Mailing of order (on basis of catalog) + letter from vendor giving prices + letter of acceptance = mutual assent (= contract)
LEGAL	Offer + counter offer + acceptance = mutual assent (= contract)
BUSINESS	Letter requesting amendment of order + letter of acceptance = mutual assent (order amended)
LEGAL	Request for rescission and new offer + acceptance = mutual assent (new contract)
BUSINESS	"Change order" issued + letter of acceptance = mutual assent (order amended)
LEGAL	Request for rescission and new offer + acceptance = mutual assent (new contract)
BUSINESS	Letter of cancellation + letter of acceptance = mutual assent (order canceled)
LEGAL	Request for rescission + acceptance = mutual assent (contract rescinded)

and important source of supply. It should be remembered, however, that the law does not guarantee anyone a profit and that the courts will either enforce performance or assess damages if there is a valid contract and if the vendor has not hedged himself against unforeseen eventualities.

Contracts are got out of the same way they are formed, that is, by mutual assent. Contracts are made to be kept. Business and living involve risks. Since it is unnecessary to allow cancellation to a vendor simply because his costs are higher than anticipated, so would it be unethical, and certainly not authorized by law, to cancel a contract or an order when it is later discovered that the merchandise could be bought more cheaply elsewhere. Risks are inherent in the situation of both the buyer and the seller.

CONCLUSION

Institutional purchasing officers are chosen usually for their knowledge of commodities, business, ability to organize their work, ability to achieve insight into the needs and aims of their institutions, ability to get along with people, honesty and general ability to accomplish a fairly exacting job often under great pressure.

We have seen that certain legal knowledge is almost a requisite. A lawyer who had specialized for years in the practice of contract law would doubtless make a fairly inefficient purchasing agent. He would almost inevitably seek to hedge his transactions with legal protective devices so that he would have great difficulty in turning out a large volume of work. Vendors probably would become suspicious of his motives.

There is a happy mean somewhere, however, between undue legalism and a babe-in-the-woods innocence of legal obligations. The purchasing officer certainly should know how to get into a contract effectively, how to resist being in contract when he is undecided, when he is in contract, and the proper methods of getting out.

Above all, he should so conduct the business of the institution that his negotiations are clear and understandable and the purchase order files are evidence of mutual assent with the stipulated vendors. If such is his practice, his legal knowledge, fragmentary though it may be, will be sufficient to enable him to do the job for which he was employed without involving either himself or his institution in expensive and time consuming legal difficulties.

Easy to use, easy to maintain—that's Wayne University's

SCIENCE HALL

THE POSTWAR VETERAN INFLUX brought Wayne, Detroit's municipal university, the serious problem of inadequate laboratory facilities. The situation has been partially alleviated by the construction of the four-story Science Hall now utilized by the physics, chemistry, biology and psychology departments.

The building, completed last fall, was made possible by state funds, appropriated in 1946 when the Detroit Board of Education indicated that municipal sources could not provide the needed facilities.

Although growing out of an urgent practical need for space, the building incorporates many novel features of construction that have eased the problems of utilization and maintenance. The L-shaped structure, an integral part of the over-all campus and civic center development, is used principally for the basic science programs of un-

dergraduate students. Other space for science courses must still be provided in Wayne's so-called "main building," a former high school.

NATURAL LIGHTING

Science Hall's exterior is of gray brick. On the north side clear glass windows extend to the ceiling. On the south side clear glass areas are supplemented by directional glass brick in such a way that all parts of the south side laboratories are illuminated with natural diffused light.

Inside the building, cinder-block

partitions are tinted in pastel colors so that full advantage may be taken of both natural and artificial light. Ceilings also are tinted except in the laboratories, where they have been left unfinished in the interests of easy maintenance of plumbing, wiring and ventilation.

Conveniently centralized in the basement are the various service facilities that are adjuncts to the operation of the different departments. Not only are metal, wood, glass, paint and welding shops to be found here, but there is also a "lethal chamber" where



Enclosing pie-shaped lecture rooms, this curved portion of the Science Hall lends itself to the desired tapering effect advantageous to acousti-

cal and seating arrangements. The stairways are externally placed in rectangular three-story wells to preserve the continuity of the interior.

poisonous and highly explosive materials are stored.

This chamber, built entirely outside the foundation of the building, is considered fire, fume and explosion proof. It is kept at a constant temperature by its own heating and cooling systems. Explosion-proof covers for all electrical fittings and automatic carbon-dioxide fire extinguishers are provided. This room has grade level manhole covers in the ceiling which would release pressure in event of an explosion and thus lessen damage to the building proper. Thick cement walls with staggered doorways protect the receiving room through which the lethal chamber is accessible.

Also in the basement are two storage rooms maintained at constant temperatures for biology department needs. One is kept warm for breeding purposes, and the other cool to accommodate animals and plants requiring low temperatures.

A basement dilution tank provides for waste-acid disposal. Wastes from all sinks and troughs where corrosive acids are used run into this tank, where they are neutralized with sodium carbonate. The resulting, harmless compounds enter main sewer lines outside the building.

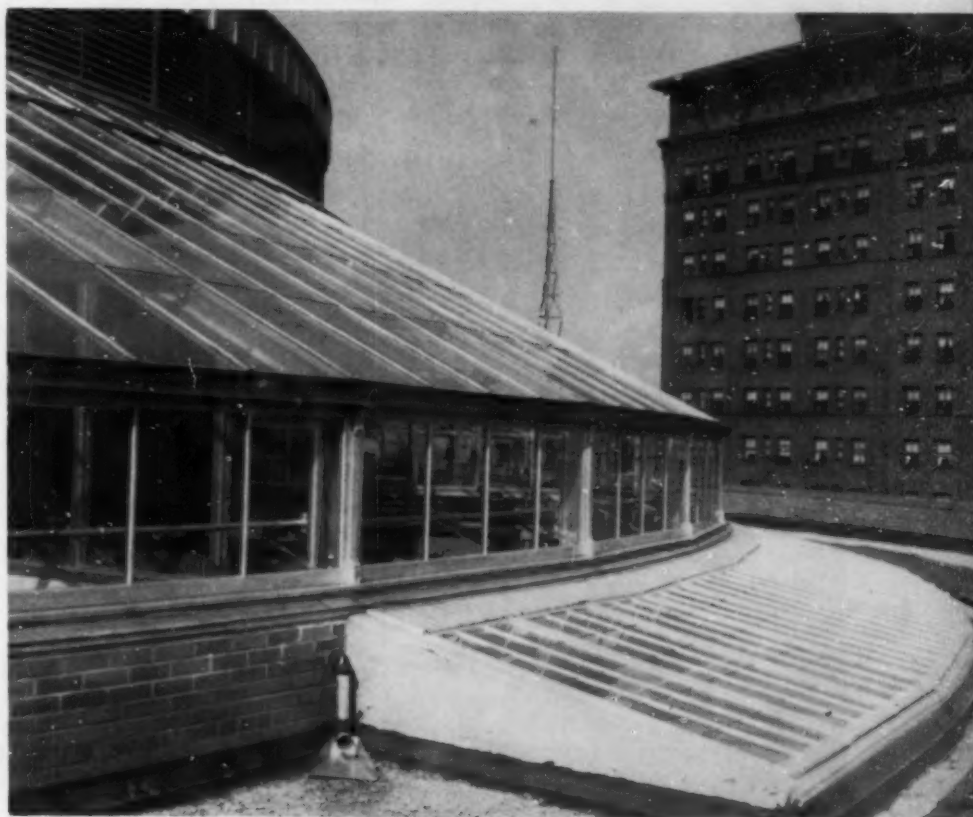
An unusual method of electric power distribution is centered in the basement battery room where generators and a series of batteries feed voltages ranging up to 660 V into a master panel. In the laboratories, specific voltages can be obtained by inserting plugs in the proper outlets on distribution panels.

The combined heating, ventilating and winter humidity control system utilizes steam heat supplied by a Detroit public utility. Air drawn from the fourth floor louvers is successively filtered, blown through water spray, and passed over steam heated coils in the basement. The heated air is then blown through large plenum chambers to all parts of the building. Supplemental heating coils are used in the larger lecture rooms and at the entrances to the building.

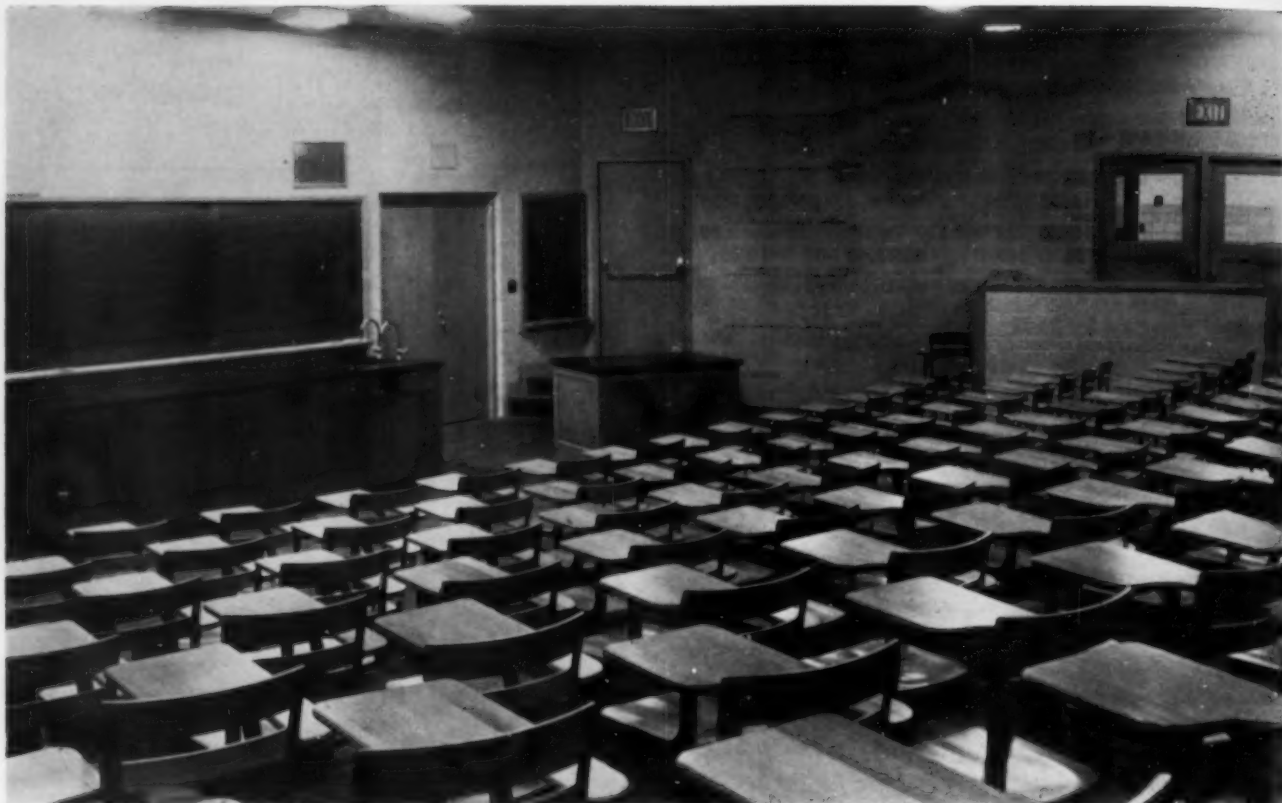
The circular construction of the building at the juncture of the two wings has made it possible to build pie-shaped lecture halls. At the narrower end of each hall, there is a door leading into a preparation room. The convergence of the various halls toward a single point makes it possible for instructors from several lecture halls to use a common preparation

Taken from antechamber between the two double doors leading to lethal chamber, picture shows an assistant within the chamber

checking chemical supplies. The horn-shaped object to the right of the door is an outlet for carbon-dioxide gas. There are numerous outlets of this kind on the wall of the chamber itself to provide automatic fire control.

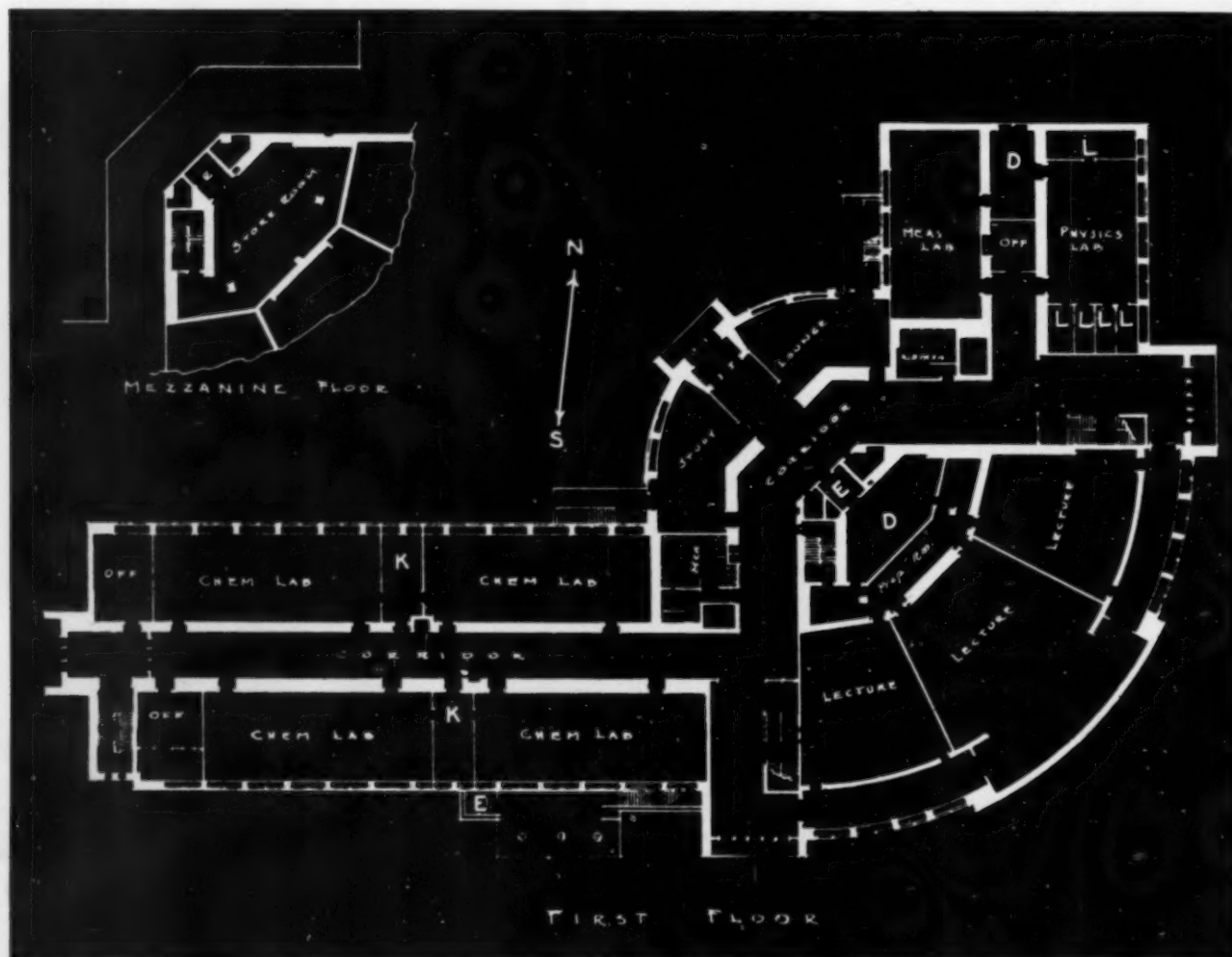


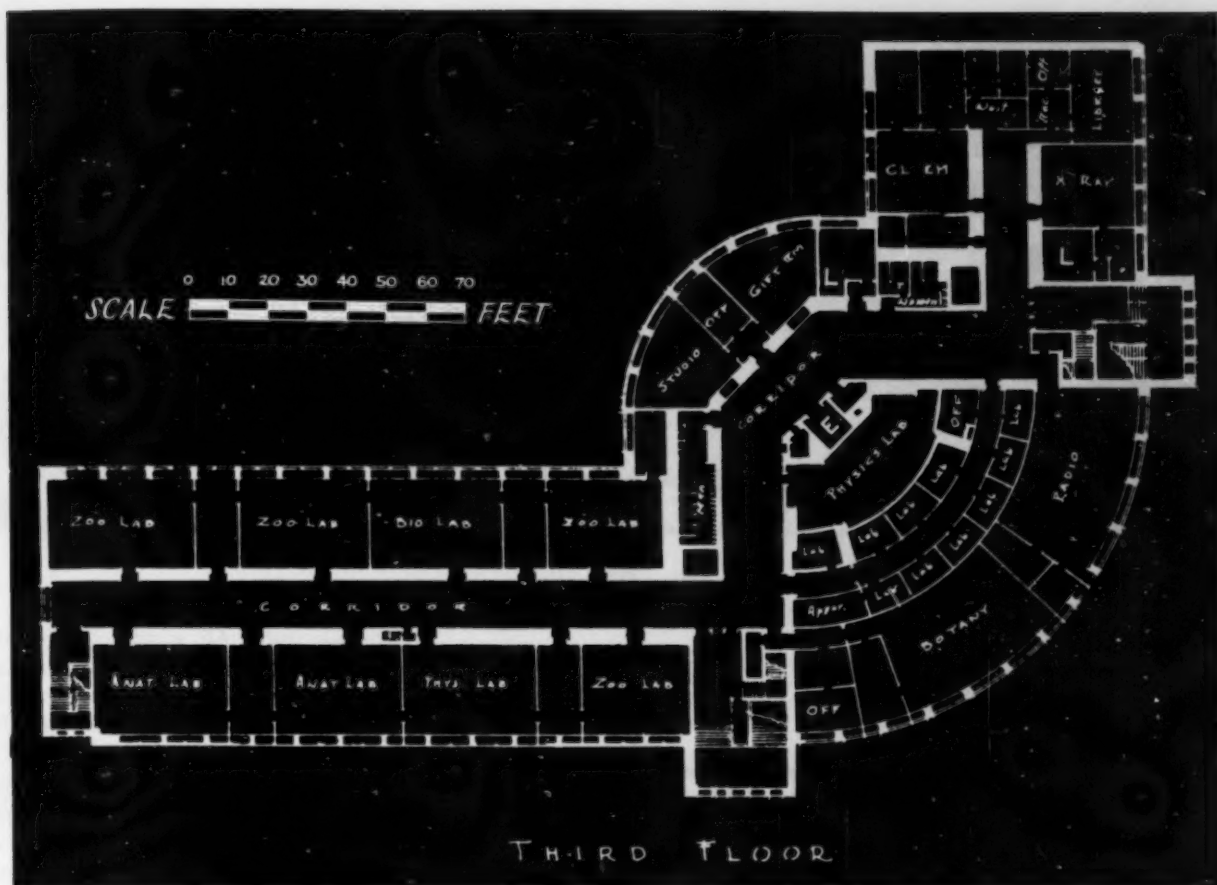
The cold frames, greenhouse and cold air louvers loom at the top of the building to form a portion of the fourth floor. In background is one of three antennae used by the physics department.



The double door to the preparation room is seen at the front of this lecture hall. The

fan-shaped and tiered seating arrangement permits unobstructed view from any location.





space. Lighting in the lecture halls may be controlled from the instructor's desk, and the precise amount of light needed thus can be obtained with no disturbance to proceedings.

In the chemistry laboratories, a special feature is an emergency chain pull shower above one doorway. This is used, in case of an acid burn, to reduce the time needed for washing away the acid.

On the grade level floor, two spacious study lounges flank the north entrance. These are separated from the entrance corridor by corrugated glass partitions. The informal appearance of these lounges, with their colorful draperies and comfortable furniture, provides a pleasant contrast to the utilitarian appearance of much of the building.

Aside from these lounges, both grade level and second floors are devoted to chemistry and physics laboratories with lecture rooms situated between the two types. Since both chemistry and physics faculties were to be housed in the same structure, this arrangement was evolved so that the fumes of one might not harm the delicate instruments of the other.

The third floor, consisting of smaller laboratories and special rooms, is al-

Key to the first floor plan (on opposite page) and third floor plan (above) of Wayne University's new Science Hall: D, storage room; E, elevator; K, solution room; L, darkroom.

CONSTRUCTION DETAILS

CONSTRUCTION: Fireproof, L-shaped. Exterior, face brick, glass block. Partitions, cinder block; windows, aluminum. Stairways, metal with terrazzo tread.

FLOORING: Asphalt tile in hallways and laboratories. Terrazzo stairways, entrances and toilet rooms.

WALL FINISH: Painted cinder block. Ceramic tile in toilet rooms and stairways.

CEILING: Suspended throughout except in large chemistry laboratories. Lecture rooms acoustically treated.

HEATING: Central steam source; conditioned, circulating blower type.

VENTILATION: Filtered, humidified, continuous.

LIGHTING: Indirect ceiling recessed fixtures. Fluorescent and incandescent.

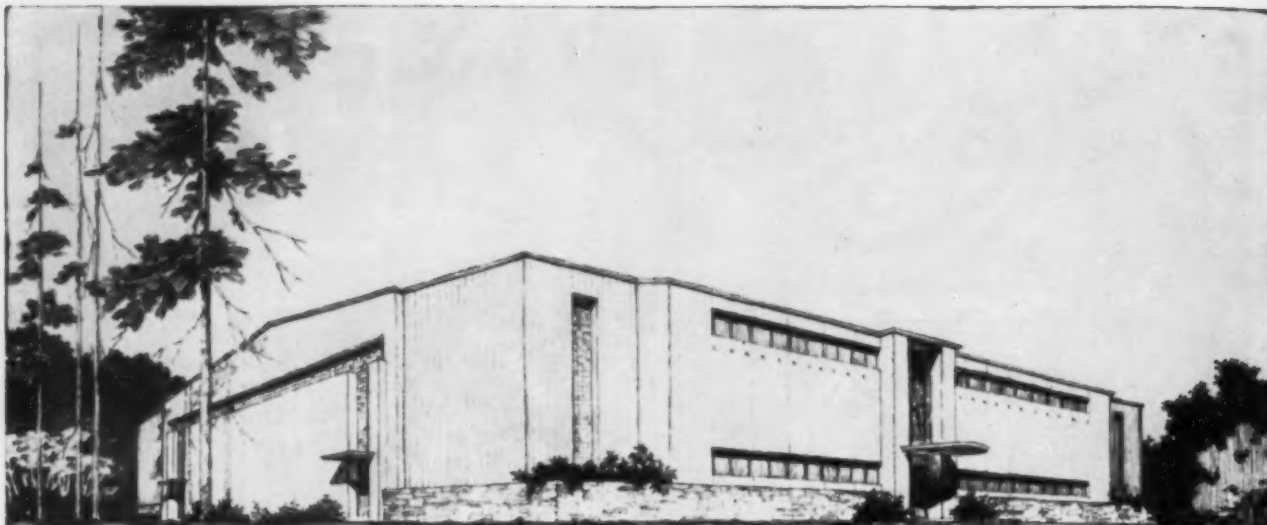
ELEVATORS: One passenger, one freight, one dumb-waiter.

COST: Approximately \$2,250,000.

lotted to the biology, botany, physics, zoology and psychology departments. Among the special rooms are a radio laboratory, broadcasting studio, and a soundproof room for psychology experiments. A lead-lined room houses the x-ray equipment, and there is an adjoining darkroom. For psychology instruction one-way vision windows make possible unobtrusive observation of reactions.

The fourth floor is less extensive than are the others, consisting of a greenhouse and aquarium and a radar room. On the adjacent third floor roof three antennae form a triangle. One is a radar antenna leading into the fourth floor radar room, and the other two are for a Wayne University short-wave station.

Built at a cost of approximately \$2,250,000, the building was dedicated on Nov. 11, 1949, by Gov. G. Mennen Williams. Ralph R. Calder of Detroit, who was the architect, harmonized the building's design with that of the city's Cultural Center, of which the university will form a part. The Cultural Center plan embraces the university campus, the public library and art institute, the Rackham Memorial Building, and several proposed museum structures.



Arizona State provides for

PHYSICAL EDUCATION

MELVYN HUTCHINSON

Publicity Director, Arizona State College, Flagstaff

CENTRALIZATION AND EFFICIENCY are the keynotes of the new \$490,000 gymnasium and physical education building at Arizona State College.

The structure, 193 by 150 feet, was built only 50 feet from the west side of the steel stadium completed two years ago. This compactness allows centralization of physical education and athletic programs. The arrangement is so compact that it allows the use of the same public address system for the stadium and the physical education building.

Plans of the building were drawn to allow for construction of a field house as an addition to the gymnasium at a later date. The inside playing floor was designed for a 6 foot track running around the basketball courts. When the field house is built, it will complete a 984 foot track.

The track, a 3 inch indentation into the playing floor, is surfaced with a patented plastic material. Dimensions of the inside playing floor, constructed of northern hard maple, are 125 by 150 feet. Large enough to have two basketball games going on at the same

time, the floor is marked for tennis, badminton and volleyball courts.

The gymnasium seats more than 4000 persons. It is provided with folding bleachers and stairs in the balconies and on the playing floor, every available inch being utilized. When not in use, the bleachers are folded and stored to make more room for physical education demonstrations and activities. All of the seats in the balconies are entered from the rear so that late comers do not spoil the vision of persons who are seated.

The building is divided into two parts. One side is devoted exclusively to athletics and includes a manager's office, supply rooms, storage rooms, locker room, showers, steam room, athletic room, and toilets. The other side is for the physical education department and includes space for two classrooms, offices, corrective physical education room, storage space, and toilets. When the bleachers are stored, the space in the balconies is used for tumbling and other mat activities.

Windows on the south wall were placed high to allow for rebounding

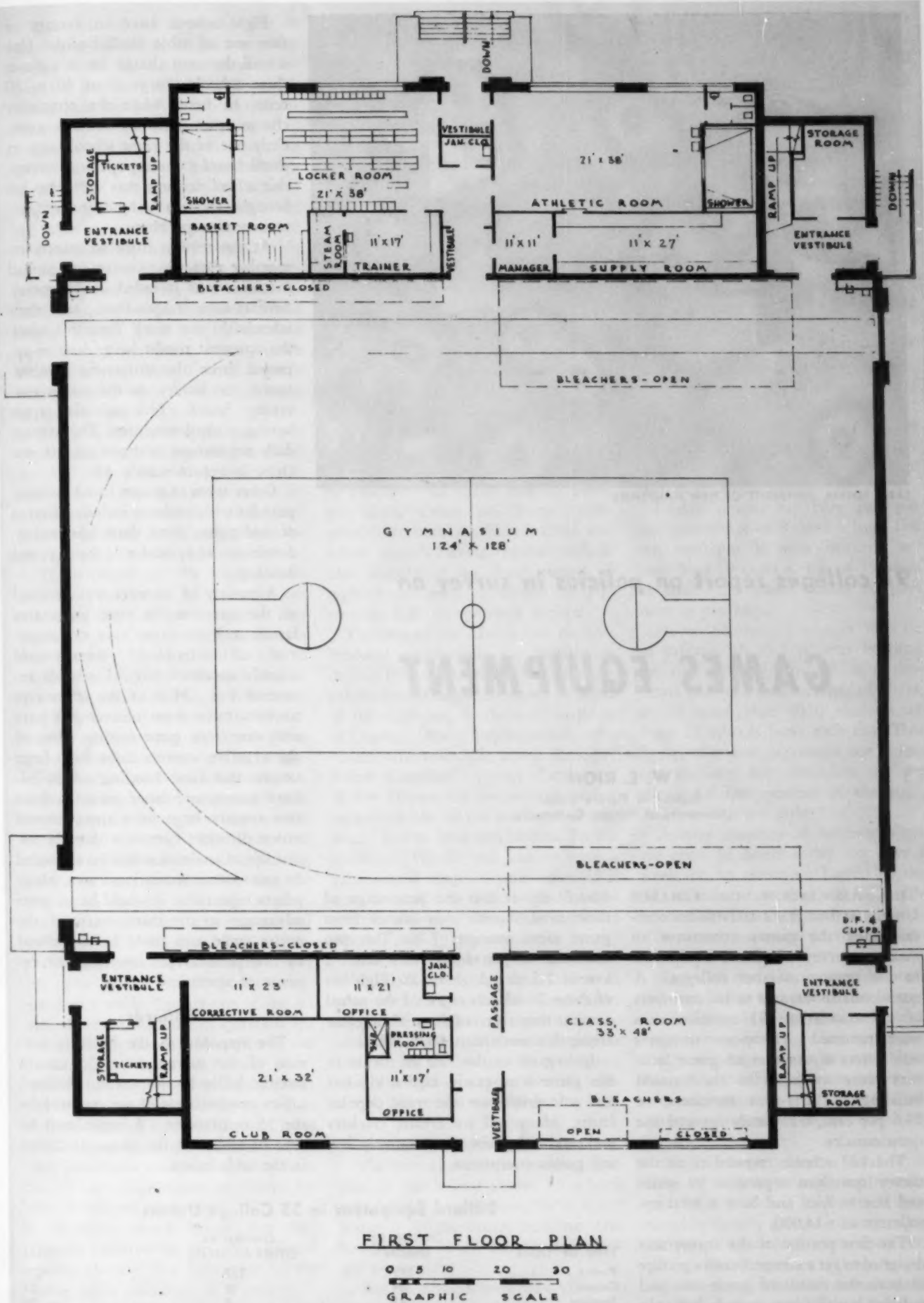
in handball. All windows, with the exception of ventilation sash and class and office windows, are constructed of glass blocks. Steel sash is used for classroom and office windows.

General construction of the building is of steel framework with rock wool insulation. The outside walls are of pressurized concrete blown on metal lath. The concrete has been given a reddish tinge to conform with the red sandstone buildings on the campus. The building is of Class B fireproof construction; inside walls are plastered.

Public entrances are at the four corners of the building; two are used for entrances and two for exits. There are two admission booths. Classroom entrances are in the middle of the building. There are four public restrooms in the balconies.

Heating of the central playing area is accomplished by four hot air circulator steam heaters of the blower type with special diffusing louvers as an outlet to the area. Steam is provided by the campus central heating plant. The system also has recirculating ducts and fresh air intakes, making the building well ventilated at all times. A completely tiled steam room also is supplied from the central heating plant. Classrooms, shower sections, offices and other rooms are heated by unit steam heaters.

The gymnasium has an all-metal roof with snow guards, which hold the snow on the roof until it melts, thus averting the possibility of snow falling on students or visitors. The ceiling of the central playing floor is constructed of a special building board with good acoustical and insulation properties. Other ceilings are plastered.



Lescher & Mahoney, Phoenix, Ariz., were architects for Arizona State College's physical education building.



TABLE TENNIS, UNIVERSITY OF NEW HAMPSHIRE

91 colleges report on policies in survey on

GAMES EQUIPMENT

W. E. RION

District of Florida Union
University of Florida, Gainesville

THE ASSOCIATION OF COLLEGE Unions at last year's convention commissioned the games committee to make a survey of games equipment in use among member colleges. A questionnaire was sent to 161 members of the association; 91 questionnaires were returned. Thirty-one members sent letters saying that no game facilities were available in their union buildings. Thirty-nine members, or 23.6 per cent, completely ignored the questionnaire.

The 122 schools responding to the survey questions represent 39 states and Puerto Rico and have a total enrollment of 614,000.

The first portion of the survey was designed to get a comprehensive picture of both the extent of game area and policies but did not include billiards, bowling and table tennis. Twenty

schools report that the percentage of their total income that comes from game areas averages 7.76. The two extremes in percentage vary from a low of 1.6 to a high of 38. Eighteen of these 20 schools reported the actual amount they received from their game areas; this amount is \$378,264.12.

In regard to the sale of items in the game area, candy, cigars, cigarettes and soft drinks are the most popular items. Many sell ice cream, crackers and sandwiches but comparatively few sell games equipment.

Eight schools have an average of two sets of table shuffleboard. One school does not charge for this game; three schools charge from 40 to 80 cents an hour, while the remainder charge from 5 to 10 cents a game. Only one of the eight schools says its shuffleboard game is popular; however, this school declares that the game has brought about a unique and difficult maintenance problem.

At the request from an association member a question concerning pinball machines was included in the survey. Seventy-nine respondents say their schools do not stock these machines, the apparent reason being lack of approval from the university administrator, the faculty, or the union governing board. Five schools report having pinball machines. The average daily net income to the union per machine is approximately \$5.

Other types of games listed as being popular with students include all types of card games, chess, darts, box hockey, dominoes and outdoor skating and dancing.

A variety of answers was received to the question "Is your game area layout such that one man can supervise all activities?" Twenty-three schools answered No; 31 schools answered Yes. Most of the affirmative answers came from unions that have only one large game facility. Most of the negative answers came from large unions that have bowling alleys, billiard rooms, and other game facilities that require large floor areas. Several union directors comment that the social life of students would be enhanced by one central recreational area. Many others report that it would be of great advantage to the management if the entire game area could be supervised by one person, thus lowering the expense of operation.

Billiards

The response to the billiards portion of the survey shows 55 unions having billiard equipment. Billiard tables numbering 420 are reported by the 55 institutions. A breakdown by type of table and the owner is shown in the table below.

Billiard Equipment in 55 College Unions

TYPE OF TABLE	OWNED BY UNION	OWNED BY OTHER AGENCIES	TOTAL
Pocket	199	123	322
Carom	54	18	72
Snooker	21	5	26
Total	274	146	420

The ratio of one type of table to another is figured at 20 pocket tables to 5.4 carom tables to two snooker tables. On the basis of 420 tables at 55 institutions, we find a ratio of one table to every 1114 students enrolled.

Eleven of the 55 schools report no charge for the use of billiard equipment. The vast majority of schools that charge for their tables do so by the table per hour. The average charge is a fraction less than 50 cents a table an hour with a high of 75 cents reported by one school and a low of 30 cents reported by three schools. Three schools charge from 5 to 10 cents a person an hour while others make charges varying from 5 to 45 cents a game, varying with the different types of games played.

The average income per table per day of those schools reporting is \$3.66 for the 131 tables concerned. On the basis of a six-day week and a 48 week year, the total annual billiard income to these 29 schools would be more than \$138,000 per year.

Thirty-six of the 55 schools indicate the presence of 25.5 persons per table per day, on the average. This figure, if projected over the total number of tables, would extend to 10,710 students playing billiards each day in these 55 schools. This figure should not be construed to mean 10,710 different students but designates that there were check-ins on the tables equal to this number. Of this figure, it can be fairly accurately stated that approximately 3 per cent are women students. It should be borne in mind that several of the schools reporting were men's colleges, thus lowering the percentage of girls who may be playing in the unions at coeducational colleges.

The vast majority of billiard rooms are open from 13 to 15 hours a day, six days a week. Twenty-one of the 47 schools reporting on this question are closed all day Sunday. Nineteen of the remaining 26 open on Sunday afternoons, leaving seven billiard rooms operating on Sunday mornings. One college operates its billiard room from 7:30 a.m. to midnight six days a week and from noon until midnight on Sunday. This college makes no charge for use of billiard equipment.

Nineteen schools report that they provide instruction in the billiard room. Usually the instructor is the game room attendant or a student.

Twenty-seven schools report having from one to 10 tournaments a year,

the average being three. Prizes or types of award are fairly equally divided between keys and trophies. Other awards include cues, free time on the tables, and engraving of names on permanent plaques; one school reports an award of money. Only three schools report tournaments without awards.

Only three colleges have individual face-to-face matches with other colleges. Travel expenses for the players of the visiting teams are taken care of by the players in two instances and by the union in the other.

Twenty schools report not being represented in the 1948-49 intercollegiate tournaments; lack of interest is the major factor. Other reasons reported are lack of skill, no knowledge of the tournament, and conflict with examination periods.

Twelve of the schools make no special provisions for members of teams to practice. Of those that do make provisions, either no charge, table priority or both are listed. Only one school reports having regularly scheduled leagues; it has three leagues of eight teams each, sponsored by fraternities and independent groups.

Thirteen of the schools had no professional exhibitions or instruction during 1948-49. Of those having these exhibitions, Charlie Peterson is listed as the exhibitor in the vast majority of cases. Other professionals who visited unions include Erwin Rudolph, Ralph Greenleaf, Jimmy Caras, and Willie Hoppe. Of the schools having no exhibitions, all but one say that they would like to have exhibitions. To the question "Would you like to have a professional come to your union if it cost as much as \$25 a day?" eight schools answered Yes, one answered Maybe, and 18 answered No.

Fourteen schools report the number of billiard tables in their union as adequate; 38 schools that have tables report the number of tables to be inadequate. The 46 schools from the total survey designating an inadequacy of billiard tables report that an additional 268 tables are needed.

Bowling

The response to the bowling portion of the survey shows 13 schools with bowling equipment, 12 of which house it in the union building. One hundred ten of the schools lack bowling equipment.

The 13 schools have 124 alleys on campus, 114 of which are operated by the union. The other 10 alleys are

operated by such agencies as men's residence halls, the women's athletic association, and the women's physical education department. On the basis of 124 alleys at 13 institutions, we find a ratio of one alley to every 1255 students enrolled.

All unions reporting make a charge for bowling. The average charge per line for 114 alleys is 24 cents, varying from a low of 10 cents a line (one school) to a high of 30 cents a line (two schools).

On the basis of 106 alleys, there is an average of 40 lines bowled per alley per day. This number varies from a low of 22 lines at one college to a high of 57 lines at another.

The average gross income per alley per day is listed at \$8.90. On the basis of a six-day week, 48 week year, the total annual bowling income to the 12 unions operating 114 alleys is more than \$292,000 a year.

Twelve unions say they pay pin boys an average of 8 cents a line. The two extremes in this instance are from 5 to 10 cents a line to 55 cents an hour. One school makes no payment to pin boys.

Eleven of the 12 schools indicate an average of 35.7 persons bowling per alley per day. This figure, if projected over the total number of alleys, would mean that 4070 students of these 12 schools bowl each day. This figure, of course, represents not different students but check-ins on the alleys. Of this number of check-ins, 21.8 per cent are girls.

A large majority of bowling alleys are open 12 hours a day, six days a week, on an average. Eleven of the 12 schools answering this question open their alleys on Sunday afternoons. The remaining union leaves its alleys closed on Sunday.

Eight of the schools provide bowling instruction as needed. The instructor usually is a physical education teacher or a bowling alley supervisor.

Seven colleges report having 29 local tournaments. Five schools report extramural matches. In all cases the unions cover the players' travel expenses.

Eight schools report a total of 69 leagues, with an average of 16 teams per league. These leagues are sponsored by faculty groups, student organizations, intramurals, university employees, and the unions. Fifteen leagues representing five schools are sanctioned by the American Bowling Congress. For established leagues, most of the

schools make a provision of reserving a limited number of alleys.

Nine schools answered the question regarding policy for reserving alleys for special groups. Four schools make no reservation except for established leagues; one school makes special reservations only during the afternoon, and the remaining four make reservations for special groups to a limited degree only.

Four colleges had a professional bowler give an exhibition during the 1948-49 school year. Exhibitors included Frank Benkobie, Buddy Boman, Catherine Felmeth, and Andy Vari-papa. The most any school had to pay for an exhibition was for a hotel room. Eight schools designate that they would like to have a professional appear in the union if his services were free. Three schools are willing to pay \$25 a day.

Of the 12 schools having bowling equipment three believe their number of alleys is adequate. From the total survey 42 schools believe their bowling equipment to be inadequate and state their needs in terms of 380 additional alleys.

Table Tennis

The response to this section of the survey shows that 69 unions have table tennis equipment. There are 233 tables, or an average of 3.4 tables per union. This is a ratio of one table to every 1800 students.

Eighteen reporting schools make a charge for the use of table tennis equipment. This charge averages 25 cents an hour, with the extremes varying from a low of 10 cents an hour to a high of 60 cents an hour. Two schools report making charges of 5 cents and 15 cents a game.

Sixteen of the 18 schools that charge for the use of these facilities report an average income per table per day of \$1.64 for the 56 tables concerned. On the basis of a six-day week, 48 week year, the total annual table tennis income to the 18 schools that make charges would be more than \$26,000.

Forty-five of the 69 schools have an average of 37.7 persons per table per day playing table tennis. This figure, if projected over the total number of tables in these institutions, would extend to 87,841 students playing table tennis each day. This figure repre-

sents the check-ins, not individual students. It is estimated that 19.6 per cent of these persons are girls.

Table tennis rooms, for the most part, are open from 12 to 15 hours a day, six days a week. Nineteen of the 65 schools reporting on this question are closed all day Sunday. Thirty-one of the remaining 46 open on Sunday afternoons, leaving 15 table tennis rooms operating on Sunday mornings.

Seven schools report that they provide instruction in table tennis, the instructors being students, professors or union directors.

Fifty of the schools have from one to 12 tournaments a year, the average school staging three. Types of award are fairly equally divided between trophies and keys. Other awards include equipment, free time, merchandise and cash (two schools). Five schools give no award.

Of the schools having table tennis equipment, 21 report it is adequate, and 52 schools report it inadequate. From the total survey, the 54 schools designating an inadequacy of table tennis tables report that an additional 276 tables are needed.

Continuing Survey of Building Costs Conducted by College and University Business

College	Function of Building	Type of Construction	Total Cost	Total Cubage	Cubic Foot	Contract Cost for			Approximate Wage Rate					Date of Contract Award
						Gen. Construction	Heating, Plumbing	Electrical	Electricians	Brick-layers	Masons	Plumbers	Carpenters	
Rollins College	Library	Fireproof	\$ 500,000	390,000	\$1.28	\$ 392,988	\$ 20,995	\$42,154	\$2.00	\$2.25	\$2.25	\$2.25	\$1.75	April '50
St. John's University, Collegeville Minn.	Student Dormitory	Reinforced concrete frame (one way slab); brick exterior	583,000	550,000	1.05	462,000	101,000	17,000	1.75	2.40	2.40	2.05	1.60
Tenn. Agricultural & Industrial State College	Health & Physical Education	Brick, reinforced concrete & structural steel	CONTRACT NOT YET AWARDED										
Tenn. Agricultural & Industrial State College	Addition to Library	Class A, reinforced concrete; brick exterior	667,189	630,000	1.06	564,521	53,810	48,858	2.25	2.62	2.62	2.25	1.80	May '48
Tenn. Agricultural & Industrial State College	Engineering	Class A, reinforced concrete brick exterior	756,900	479,360	1.58	596,760	60,992	109,148	2.25	2.62	2.62	2.25	1.90	Oct. '48
Tenn. Agricultural & Industrial State College	Poultry Plant	Concrete footing; cinder block	43,331*	41,760	1.04	31,394	\$3,524 \$5,000	3,412	2.25	2.62	2.62	2.25	1.80	Mar. '50
Tenn. Agricultural & Industrial State College	Heating Plant	Brick, reinforced concrete & structural steel	475,359*	236,682	2.01	245,959	217,300 3,105	8,995	2.25	2.62	2.62	2.25	1.80	Feb. '48
East Carolina Teachers College	Gymnasium	Steel concrete and brick	640,328	1,030,000	0.62	519,400	64,590 40,900	15,448	1.50	2.00	1.50	1.25	May '50
Central College	Boys' Dormitory	Brick	307,560	355,560	0.89	245,682	47,345	14,198	2.75	2.50	2.50	2.75	1.50	Mar. '50
Texas State College for Women	Girls' Dormitory	Reinforced concrete and masonry	564,435	699,060	0.81	456,369	81,644	26,222	2.25	2.50	2.50	2.25	2.00	Sept. '49
Texas State College for Women	Instructional	Reinforced concrete and masonry	532,699	803,302	0.66	427,278	81,783	23,638	2.25	2.50	2.50	2.25	2.00	Sept. '49
Colo. School of Mines	Chemistry	Brick and masonry	1,050,000**	1,000,000	1.05	559,689	103,944	34,300	2.25	3.50	3.50	2.50	2.10	April '50

*Includes equipment and furniture.

**Includes architect's fee and furniture and fixtures.

ACCIDENTS AREN'T NECESSARY

if everybody gets in on the safety act

BERNARD I. LOFT

Director, Safety Training, University of Florida

MANY DIFFERENT TYPES OF SAFETY programs have been attempted at colleges and universities. In most cases the results have indicated that some program is better than no program. However, little success has been achieved unless everyone concerned was stimulated and encouraged to become an integral part of the program and to contribute suggestions, take an active part in it, and assume responsibility for program promotion.

SAFETY POSTERS

Early in the safety movement, posters were used to interest workers in accident prevention and safe practices. These posters were of two distinct types: (1) they gave words of advice on avoiding danger or (2) they dramatized the results of a serious accident. While both of these types did some good, neither assumed a positive approach. The posters of today are colorful and striking, and have positive appeal.

Safety-first signs have become a symbol of understanding with workers everywhere. However, there is the necessity for a follow-up if the full values of these posters are to be acquired. Safety supervisors can assist by directing attention to these signs and by offering explanations wherever they are necessary.

SAFETY FILMS

Sound films have proved to be of considerable value. Films have a great appeal to the public. However, they should be utilized as instructional aids rather than as a means of absorbing a period of time at a safety meeting. All films should be previewed to determine their feasibility. The safety director or anyone else responsible for the showing should make preliminary

remarks that will place the audience in a state of readiness for the film. Then there should be an opportunity for a group discussion to point out the values of the observed information as it relates to the safety program.

SAFETY MEETINGS

The safety meeting, if properly organized, offers an effective opportunity of promoting interest in the program in addition to providing an adequate means of safety instruction. At this time any existing hazards may be brought up and unsound methods dis-



cussed. The workers should be given an opportunity to do the talking. All of their suggestions require a careful amount of consideration, which should be followed by the action.

In opening a safety meeting, the chairman should explain in the first few minutes (1) the necessity for having the meeting on this subject; (2) why the subject is of importance to the audience; (3) the procedure to be followed throughout the meeting. By resorting to this technic an attempt is made to stress the importance of the meeting and to establish a pattern of thinking that will be conducive to a successful meeting.

SAFETY COMMITTEES

The formation of safety committees, either departmental or campuswide, should provide a medium whereby interest is developed in the safety program. Anyone who has the responsi-

bility of committee membership undoubtedly will have an increased interest because of a greater amount of responsibility. Membership on the various committees should be rotated frequently so that all personnel at some time or another has an opportunity to serve on a committee.

WORKERS' SUGGESTIONS

Where workers are encouraged to give suggestions there have been numerous contributions in the implementation of the safety program. Suggestion boxes have been used advantageously in many of the campus safety programs. To encourage this, some form of recognition should be made to every suggestion. Action should be taken to place in effect all suggestions that are acceptable and to explain why others have not been adopted. A good suggestion handling system will assist considerably in reducing the number of grievances that may come up during the safety meetings.

AVOID INSURANCE ANGLE

A dangerous approach is to appeal to workmen to practice safety habits so that there will be a reduction in insurance premiums. The matter of promoting safety for the purpose of gaining recognition at state or national safety conferences also is not particularly effective in promoting an accident prevention program. These outcomes should be by-products of daily practice.

Often accidents are not reported to avoid having them show on records, and the individual may be exposed to discomfort, dangers from infection, and lack of proper adjustment to a new job. Failure to report accidents may make the record book look good for the present. Perhaps the insurance premiums have been reduced and numerous awards have been made, but not without serious results. The workers get to know about these cover-up

From an address delivered at the 22d annual meeting of the Southern Association of College and University Business Officers, 1950.

procedures and lose respect for the safety program as well as those who are responsible for its administration.

An appeal to the average worker in which savings on insurance premiums is emphasized would more than likely cause him to look upon safety as something from which only the business office or the finance department would derive benefit. Actually, there are several ways by which the individual will benefit. His own safety is given primary consideration, and there may be an increase in pay periodically because of the lowered insurance costs. If at any time the matter of reduced insurance premiums is mentioned, it must be paralleled by a statement indicating how the individual will gain personal benefit.

IMPORTANT FACTORS

In promoting the campuswide safety program, three factors should be given great consideration: (1) the individual or group responsible for promoting the safety program must take an active part; (2) the worker should have a part in the program, and (3) there must be a program from which everyone can achieve some value. The safety program will not expand unless the program deals directly with specific working conditions, hazards, and safe and unsafe practices

on the campus and in affiliated maintenance shops. A successful accident prevention program should result in an increase of sound, safe practices or else it will have little or no meaning.

ACCIDENT CAUSES

Whenever an accident occurs it is the symptom of some cause that has brought the situation about. Accident causes may be divided into two specific groups: physical and supervisory, or human.

Physical hazards may be prevalent in an unorganized and poorly planned situation because of a lack of experience or knowledge on the part of those responsible. Poor housekeeping is a physical cause that contributes to accidents on the campus and in the shops. Dirty stairways, oily floor surfaces, aisles cluttered with materials, and objects not in their proper place are responsible for many accidents.

Defective equipment also is a contributing factor to many accident causes. Defective tools and machines are involved in approximately 18 per cent of the accidents in industry. Every effort should be made to eliminate unsafe practices by installing only the safest types of equipment. Many public buildings are fire traps. In addition to the hazard of fire are the dangers of falling walls and defective roofs.

Improper working conditions include such things as benches of improper height, dampness, dust, smoke and acid fumes. Improper planning, apparel, temperature, ventilation and lighting also are factors that should be carefully considered.

HUMAN CAUSES OF ACCIDENTS

Many accidents could be averted by a better understanding of human behavior. An analysis of the human element in accidents indicates that there are definite reasons why men have accidents, reasons for which social groups in a supervisory capacity are responsible. These are listed as follows: (1) faulty instruction; (2) lack of ability of those being instructed; (3) poor discipline; (4) faulty attention and attitudes; (5) unsafe practices; (6) emotional unfitness; (7) physical unfitness.

In consideration of each of the foregoing factors, the safety director is responsible for the organization of a training program that will produce the desired results.

ORGANIZING THE PROGRAM

The main purpose of any type of safety organization is to devise a well rounded plan whereby the combined effort of the total personnel of an establishment is solicited for the pre-



Dirty stairways, cluttered with materials, are responsible for many accidents.

vention of accidents. Various types of safety organizations can be used for a campuswide safety program. The following methods might be considered.

Organization With Safety Director. In this form of safety organization, a full-time safety director is employed. A group of other employees may be designated to assist him in supervising and coordinating the accident prevention policies in the various departments.

Under the director's jurisdiction would come the complete program for the entire university. He would be responsible for the development of various types of programs. He should develop, among others, the following programs.

1. Educate new employees as to their part in the safety program.
2. Guide maladjusted workers.
3. Develop continued safety and health programs for all personnel.
4. Provide facilities for first-aid and medical services.
5. Devise and carry out a system of inspection technics.
6. Organize a system of reporting accidents.
7. Supervise fire prevention.
8. Establish the usage of personal protective equipment.
9. Supervise the maintenance and use of various types of equipment.
10. Improve work procedures.
11. Select and purchase safety equipment.
12. Administer a program of driver education and traffic safety.

The safety director's job covers a wide area. He should be technically trained with specialized preparation in safety work. He should work directly under the top administrative officers of the university, such as the president, vice president, and business manager.

Safety Committee Organization. This type of organization is adaptable to institutions of higher learning which are too small to justify the employment of a full-time safety director or in which the administrative officers prefer the work to be conducted jointly by members of the various departments. It offers the opportunity for an effective accident prevention program, since it gives the department heads an opportunity to present problems with which they have been in contact and express their opinions as to the remedies. A chairman acting in the capacity of a chief executive

can then place his official approval on any matters agreed upon by the committee, and its decisions can be put into effect.

Organization Combining Safety Director and Safety Committee. In this plan, the accident prevention program is usually conducted by a

for the purchase and distribution of necessary personal protective equipment and for instructional periods for all personnel regarding the proper use of the equipment.

6. An inspection is made of all buildings and properties for layout and arrangement, guarding of machinery



Poor housekeeping is a physical cause that contributes to accidents on the campus and in the shops. If oil is spilled, wipe it up immediately.

safety department under the supervision of a safety director who meets with other department heads on the safety committee for a discussion of mutual problems.

PROCEDURES FOLLOWED

If this plan is used, after the safety director has been appointed, the procedures listed here usually follow in this order.

1. Arrangements are made for the preparation of accident records and accident analysis. Charts and graphs can be used to indicate trends.
2. Facilities for thorough investigation of certain types of accidents are set up and procedures for accurately classifying accidents according to causes are established.
3. A personnel training room is instituted, usually based on the conference plan.
4. First-aid facilities for all employees are provided, and training takes place in the proper use of first-aid materials.
5. Department functions are investigated and arrangements are made

and equipment, housekeeping conditions, maintenance and handling of materials.

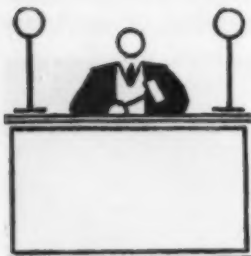
The results obtained by the safety organization used on the college or university campus will be in direct proportion to the enthusiasm and interest of everyone concerned. A huge responsibility is placed upon those individuals who are directly responsible for the accident prevention program.

TRAFFIC SAFETY EDUCATION

To alleviate many of the complex problems occurring on and around the campus by the influx of automobiles, it is advisable to institute some form of a traffic safety education program. Education is the most economical and humane method of promoting traffic safety. In addition to automobiles, this program should include safety rules for bicycles, motor scooters, and other powered vehicles.

In the development of this program it is essential that a code of vehicle regulations be established that will pertain to everyone affiliated with the college or university.

SHOULD COLLEGES CARRY LIABILITY INSURANCE?



Part II

T. E. BLACKWELL

Treasurer, Washington University
St. Louis

LAST MONTH WE DISCUSSED THE RECENT Bradley University case¹ in which it was held that a student, injured by a fall from a trapeze to be used in a college circus, could recover the amount of her claim, despite the fact that the courts of Illinois have for many years upheld the "trust fund" doctrine, *i.e.* that the funds of a charity must not be diverted from the charitable purpose for which they were given, even to compensate those injured by the negligence of the employees or agents of the charity. The court, although not willing to repudiate the trust fund doctrine in its entirety, ruled that, since the institution was protected by a liability insurance policy, settlement of the plaintiff's claim would not thereby result in an impairment of its trust fund assets.

Your attention was directed to the fact that the courts of Tennessee, Colorado and Georgia have followed the same line of reasoning in their obvious desire to permit recovery, without complete repudiation of the long established trust fund doctrine of immunity, and that this doctrine, based upon a dictum of an English judge in 1846, has long since been renounced by the courts of England, Canada and New Zealand. However, it is still upheld in many jurisdictions in this country, although with increasing reluctance.

The "implied waiver" doctrine is equally repugnant to many judges and legal scholars. This rule of law is based upon the fictitious assumption that the beneficiary of the charity has impliedly waived his right to recover from the charitable corporation if he should be negligently injured while receiving aid from the charity. Under this principle, a free patient in a hospital could not

recover, whereas a pay patient or a guest, *i.e.* "strangers to the charity," is permitted to recover in full.

In January of this current year, the supreme court of Vermont² had before it for the first time this question of the liability of a charitable corporation for negligence. The opinion of the court discussed in detail the trust fund doctrine, the implied waiver or beneficiary doctrine, and the "public policy" doctrine, *i.e.* that the rights of the injured individual should be subservient to the interest of the general public in the preservation of the charitable institution. After carefully weighing the merits and demerits of the various doctrines, it rejected them all and ruled that in Vermont a charity is not entitled to any exemption or immunity for injuries caused by negligence. Three³ other states also have seen fit to impose unqualified liability upon charities.

Ten⁴ states still adhere to the rule of complete immunity for charitable corporations. In seven⁵ states "strangers to the charity" may recover, but the status of beneficiaries of the charity has not, as yet, been passed upon in these

jurisdiction. In 13⁶ states, strangers are permitted to recover, but recipients of the charity are denied relief. Seven⁷ states apparently have no decisions regarding the rights of "strangers" to recover, but they have ruled that the charity is not liable to beneficiaries. The courts of Delaware, New Mexico and South Carolina have yet to face this problem.

In the opinion of the majority of legal scholars, the rule of tort immunity for charities is out of step with the concepts of modern social justice. However, three recent cases are illustrative of the strength and persistence of the time honored doctrine. A woman was injured at a football game at Southern Methodist University when overcrowded bleachers collapsed. The Texas supreme court⁸ refused to permit recovery. A year later, the Texas court of appeals⁹ followed this precedent in refusing to grant recovery to a young girl injured at a football game at Rice Institute. The supreme court of Michigan¹⁰ declined to grant relief to a woman injured in alighting from a

¹Ala.: *Carter v. Alabama Baptist Hospital Board*, 151 S.O. 62 (1933). Calif.: *Humphrey v. Boy Scouts of America*, 139 P. (2d) 941 (1943). Fla.: *Nicholson v. Good Samaritan Hospital*, 199 S.O. 344 (1940). Ga.: *Robertson v. Ex. Committee of Baptist Convention*, 190 S.E. 432 (1937). Idaho: *Henderson v. Twin Falls County*, 50 P. (2d) 597 (1935). N.D.: *N. Dakota v. Grafton Deaconess Hospital*, 23 N.W. (2d) 247 (1946). Utah: *Brigham Young University v. Lilly White* 118 F. (2d) 836 (1941).

²Conn.: *Cashman v. Meriden Hospital*, 169 A. 915 (1933). Ind.: *St. Vincent's Hospital v. Stine*, 147 N.E. 537 (1924). Iowa: *Andrews v. Y.M.C.A.*, 284 N.W. 186 (1939). La.: *Lusk v. U.S. Fidelity Guaranty Co.*, 199 SO. 666 (1941). Mich.: *Bruce v. Henry Ford Hospital*, 236 N.W. 813 (1931). Neb.: *Wright v. Salvation Army*, 249 N.W. 549 (1933). N.J.: *Bianchi v. South Park Presbyterian Church*, 8 A. (2d) 567 (1939). N.C.: *Hendron v. Massey*, 8 S.E. (2d) 914 (1941). Ohio: *Burgie v. Muench*, 29 N.E. (2d) 439 (1940). R.I.: By statute (1938). Tex.: *Armendarez v. Hotel Dien*, 145 S.W. 1030 (1912). Va.: *Hospital of St. Vincent v. Thompson*, 81 S.E. 13 (1914). Wash.: *Heckman v. Sisters of Charity*, 106 P. (2d) 593 (1940).

³Ariz.: *Southern Methodist Hospital v. Wilson*, 46 P. (2d) 118 (1935). Me.: *Jensen v. Maine Eye & Ear Infirmary*, 78 A. 898 (1910). Miss.: *Mississippi Baptist Hospital v. Moore*, 126 SO. 465 (1930). Mont.: *Borgeas v. Oregon Short Line Railroad*, 236 P. 1069 (1925). Nev.: *Bruce v. Y.M.C.A.*, 277 P. 798 (1929). W.Va.: *Roberts v. Ohio Valley General Hospital*, 127 S.E. 318 (1925). Wyo.: *Bishop Randall Hospital v. Hartly*, 160 P. 385 (1916).

⁴*Southern Methodist University v. Clayton*, 172 S.W. (2d) 197 (1943).

⁵*Scott et al. v. Rice Institute*, 178 S.W. (2d) 156 (1944).

⁶*De Groot v. Edison Institute*, 10 N.W. (2d) 907 (1943).

²*Foster v. Roman Catholic Diocese of Vermont*, 70A (2d) 230.

³Minn.: *Borwege v. City of Owatonna*, 251 N.W. 915 (1933). N.H.: *Welch v. Fresbie Memorial Hospital*, 9A (2d) 761 (1939). N.Y.: *Dillon v. Rockaway Beach Hospital*, 30 N.E. (2d) 373 (1940).

⁴Ark.: *Arkansas Valley Co-op. Rural Electric Co. v. Elkin*, 141 S.W. (2d) 538 (1940). Kan.: *Ratliffe v. Wesley Hospital*, 10P (2d) 859 (1932). Ky.: *Emery v. Jewish Hospital*, 236 S.W. 577 (1921). Md.: *State v. Baltimore Eye, Ear & Throat Hospital*, 10A (2d) 612 (1940). Mass.: *Zoulalian v. N.E. Sanitarium*, 119 N.E. 686 (1918). Mo.: *Eads v. Y.M.C.A.*, 29 S.W. (2d) 701 (1930). Ore.: *Hill v. Pacific University*, 121 P. 901 (1912). Pa.: *Paterline v. Memorial Hospital*, 247 F. 639 (1918). S.C.: *Vermillion v. Woman's College*, 88 S.E. 649 (1916). Wis.: *Waldman v. Y.M.C.A.*, 277 N.E. 632 (1938).

¹*Moore v. Moyle et al.*, 92 N.E. (2d) 81 (1950).

horse drawn carriage at Greenfield Village, a museum of early American history endowed by Henry Ford.

In view of the shifting currents of judicial opinion on this subject, many colleges carry liability insurance, even though the courts of their state do not hold charitable corporations or full liability for the negligence of employees and agents. In writing this coverage, most insurance companies, if requested at the time by the insured, will incorporate into the policy an endorsement¹¹

agreeing not to use the immunity of the charity as a defense if a claim or suit is brought against the insured. Without this endorsement, the insurance company need not pay the claim if the court should rule that the charity itself is not liable, even though the college may feel a moral obligation to see that the injured person is compensated.

¹¹See Fire, Casualty and Surety Bulletin, February 1940. National Underwriter Service, 420 East Fourth Street, Cincinnati.

PRECOSTING MENUS

is questionable practice

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North Bloomfield, Ohio

SINCE FOOD COST IS SUCH AN important part of the budget, some colleges try to cost menus before they use them. This can result in keeping the food cost down, but so many variables are involved that I regard the practice as questionable.*

Prices fluctuate so rapidly that menus, which have to be planned three weeks in advance, will show a great deal of variation on price alone. Figuring on the number served, either by chart or on past orders, the food service director can no more than roughly predict what future orders will be. This is especially true in regard to men students who may buy meal tickets for a short space of time and then find they can eat at a fraternity house or else buy tickets at some downtown inn. In such instances a college may waste an appreciable amount of food. (The overhead is seldom, if ever, reduced so the cut will be on income alone.)

Since everyone has to be served at the same time in the dining halls and since employees are usually served before the dining hall guests, it is difficult to use the controls on *preparation to meet the demand* that the commercial food establishment or a cafeteria can develop.

*Martin, J.: Two Basic Steps in Precosting Menus. Col. & Univ. Bus. 9:48 (September) 1950.

Unless the person who precosts the menus can give them out with specific directions as to the recipes to use, there may be wide variation in use of recipes. Add to this the waste of unskilled cooks, and the costing is subject to more inaccuracy.

The buyer may have become confused on the *unit of purchase* as given the person who totaled the orders and ordered enough of an expensive item to make a thick sauce for a dessert when it had been costed as a garnish! Just such misunderstandings amount to dollar losses.

Precosting means that a change in the menu results in loss of the precosting effort so far as each change is concerned. For instance, a certain vegetable may not be available or it may be necessary to substitute a frozen or a canned item for a fresh one.

Some business managers have so limited an understanding of food service accounting that they may make statements that completely mislead the person who does the costing. In one case, the person who did the costing noticed that detergents, other cleaning supplies, and paper goods were included in the food totals. He asked if they were considered a part of the food cost, pointing out that they were a part of the totals that would have a percentage added to them as a food service charge in what would be the

normal accounting procedure. The answer was No. Naturally he did not include these in the totals for his own costing.

Months later, however, when he was able to find out what the administration office had as its food cost for certain days, there was a greater variation than that warranted by the foregoing variables. He finally found out, by checking with a bookkeeper in the business office, that detergents, other cleaning items, paper supplies, and candles had been continued through as food costs.

If the business manager wishes really to set up his records so that he will have a true food cost, there should be storage areas for the items that are not food and, if the accounting is to be handled on the same total sheet, there should be added another perforated section to the *total day's orders* form.

In an efficient operation, these total sheets are ready only a day or so after the food has been served. Is it not better for the food service director to use this actual cost as it will be figured by the business office? Then, she can check expenditures against allowance and plan for the future accordingly. This would cut out much repetition of work, such as copying all the prices, if she cannot work at a time when she can have access to the perpetual inventory.

There are instances in which precosting is essential. Special events, for example, involve goods that are not commonly used; in most cases, they require additional personnel or the regular meals suffer, and extra planning, supervision and operating expenses. A file of such information will reduce the work on such events in the future and will increase the accuracy of future estimates. Moreover, complete records of special events, if properly filed, will be of unlimited value to a new dietitian or manager. These records will help control food, the number of additional personnel needed, and the hours of work by showing the specific hours workers should report on the job and the most efficient way of handling the equipment.

Accurate inventories of party equipment with the exact place of storage also will save hours of labor as well as those last-minute discoveries that the breakage has been so great that the supply is not sufficient to serve the party.



SNACK BAR BUSINESS IS BRISK

IF YOU CAN VISUALIZE THE PROBLEMS in feeding an army of 1,000,000 men, in some measure you have comprehended the magnitude of food service operations of the 1800 colleges, universities and residential academies of this country. This is only one of the interesting items of information resulting from the 1950 food service survey conducted by COLLEGE AND UNIVERSITY BUSINESS.

A complicated questionnaire consisting of 19 major questions and many minor or subordinate inquiries was directed to college food service directors in late spring. Answers were received from 152 colleges from all parts of the United States, ranging in size of enrollment from a low of less than 100 students to a high of 30,000. Total enrollment represented by the institutions reporting was 406,658, or approximately 16 per cent of the nation's college enrollment.

CONTROLLING COSTS

The first question in the survey asked food service directors what they are doing to control operational costs in the face of fluctuating raw food and labor costs. In response to this inquiry, 48 per cent of the directors state that restriction of menu choices is their major weapon. Control of

labor costs by the installation of labor saving machinery is the second most frequently mentioned approach to controlling costs, with 43 per cent reporting that they are installing or have installed labor saving equipment.

Purchase of less expensive food-stuffs is reported by a large number of the respondents as another technic in reducing costs. Others report that they have changed the size of portions, eliminated "extra helpings," or made a change in the type of meal service.

In attempting to discover the character of the daily meal load in college operated facilities during the regular school year, we find that luncheon is served to more students than is any other meal, with 38 per cent of the meals served being lunches, 35 per cent dinners, and 27 per cent breakfasts. This is due in part to the fact that many institutions do not house their students and for that reason have their heavy load at noon with commuting students patronizing their food service facilities.

Queried as to the total number of students fed daily in all college operated facilities, food service directors report a total of 189,992 students served, which amounts to more than 40 per cent of the students enrolled in the 152 colleges covered in this

The FOOD

survey. Projecting this figure nationally, we discover that 1,000,000 students are being fed daily in college food service facilities. In the smaller colleges, entirely residential in character as far as the student body is concerned, the percentage of students served meals is in excess of 90 per cent.

Because of the heavy demand for food service facilities, more than 32 per cent of the colleges report that they are planning to expand their present food service operations. The total estimated cost for these institutions planning expansion is \$5,584,000.

Only a small percentage report any change in board charges last year. This is in marked contrast to the previous food service survey conducted by COLLEGE AND UNIVERSITY BUSINESS, which revealed that board charges had been increased approximately 12 per cent in all colleges. In view of the fact that the current food service survey was conducted prior to the war in Korea, it is difficult to estimate what changes may be made during the 1950-51 academic year because of an increase in raw food costs.

ENORMOUS BUSINESS

As one studies food service operations in colleges, it becomes evident that it is "big business." Of the colleges covered in the survey, 133 of them report that they spent \$3,365,976 for raw food; 122 report that they purchased \$2,563,940 worth of food service equipment during the last year. Though all of them do not operate snack bars, 78 colleges report a total dollar volume for this type of service amounting to \$2,973,251, with a total of 136 snack bars in operation. In this type of service both labor and raw food costs are higher than in regular residence hall dining rooms or cafeterias.

One reason that costs may be higher, in relation to food sold, is that most snack bars appear to have an inade-

SERVICE PICTURE, 1950

HAROLD W. HERMAN

quate system of cash control. In only one-third of the snack bars are items paid for at a single cashier's station; most of them report that all employees accept cash from customers. This represents not only poor control but a low standard of sanitation.

In an attempt to discover an average work week, food service directors were queried as to how many days a week their employees work, and also the number of hours they work. It is evident from the 152 colleges surveyed that 6 or 6½ days is the work week and that the 48 hour week is the most prevalent practice. Fourteen colleges report a 5 day week; 19 colleges, a 5½ day week; 108 colleges, a 6 or 6½ day week; nine colleges, a 7 day week. Two colleges did not answer the question. In regard to hours, four colleges report 35 to 39 hours per work week; 51, 40 to 44 hours; 86, 48 hours. Two colleges confess to a 60 hour week; one, a 70 hour week, and one, a 79 hour week!

MAJORITY NOT UNIONIZED

An attempt was made to determine if college food service operations are highly unionized, but only six of the colleges mention unionized food service employees. Two colleges did not answer this question, and the 144 other institutions report no unionization.

In analyzing wage schedules, it was difficult to determine what effect geographical location or size of institution has on the wages paid. A slight differential is noted between the wages paid to personnel in dining rooms where more than 200 persons per meal are served and those in small dining rooms where seating and serving capacity is less than 200 students. In the larger institutions there is a tendency for a higher wage schedule, but not appreciably so. Most of the colleges include meals as part of the compensation for food service personnel.

Investigation as to the type of work performed by students reveals that men students are utilized for dishwashing oftener than for any other job in the kitchen. Of the 152 colleges surveyed, 109 use men as dishwashers, 83 hire them for serving or dishing food, 76 employ them as waiters, and 45 assign them to soda fountains. As to women students, 72 of the colleges use them as waitresses, 79, for serving or dishing food, 28, in snack bars, and 43, as dishwashers.

When analyzing the size of a food service department in relation to the student enrollment, colleges report as follows: Under 100 enrollment, 4 full-time employees; 100 to 250 enrollment, an average of 13 full-time staff members; 251 to 500 enrollment, 10 full-time employees; 501 to 1000 enrollment, 14 full-time employees; 1001 to 2500 enrollment, 25 full-time employees; 2501 to 5000 enrollment, 57 full-time employees; more than 5000 enrollment, an average staff of 120 full-time employees.

It is difficult to arrive at any valid conclusion in regard to the relative number of students on the pay roll. This seems to depend a great deal on the philosophy of the institution as far as its scholarships or grants-in-aid are concerned. The overwhelming majority of institutions declare that selection of student employees is on the basis "of need," though others mention "scholarship" and "willingness to work."

Unfortunately, college food service directors do not appear to have devoted much time to training student employees. Only 48 colleges report an organized training program for student employees; the other 104 institutions answering this questionnaire apparently work on a hit-and-miss basis in regard to student training.

Wages for student employees ranged from 50 to 75 cents an hour, with several institutions paying a higher rate to dishwashers because of the dis-

agreeable nature of the work. Some institutions permit the student to receive his meals free but make no provision for remuneration on the basis of wages or salary. A majority of the institutions limit the number of hours of work or the amount that a student may earn in order to protect his academic performance.

In determining food costs, the food service director in the main appears to keep his or her raw food costs below 60 per cent, with 50 per cent appearing to be the norm. Labor costs in general are under 30 per cent of the expense dollar, which leaves 20 per cent for overhead, supplies, fuel, repairs and laundry. The large colleges maintained a better control of raw food costs, probably because of the time and personnel devoted to this factor in their food service operations.

FROZEN FOODS POPULAR

Because of the rapid growth in the field of frozen foods, an attempt was made to discover what colleges are doing in regard to this commodity. A substantial majority, 104 colleges, assert that they now have frozen food storage, and of those not having such facilities 31 colleges plan to add such equipment in the near future. Another 43 colleges are planning to expand their purchase of frozen foods during the coming year.

Frozen fish is the top ranking frozen food item in relation to the total volume of food purchased in that food category. In other words, if fish was purchased it was almost always frozen fish. Frozen fruit juice is extremely popular, as are frozen vegetables. Increasingly more frozen poultry and meat are being purchased by the colleges. As yet, frozen bakery goods do not constitute much volume as far as college buying is concerned.

This year's survey again reveals that in many institutions the college food service should be operated on a more business-like basis. An alarming number of food service directors failed to provide adequate data relative to raw food costs, which would seem to indicate that they are not aware of actual raw food costs. It is encouraging to note that several institutions, however, could report raw food cost percentages carried out four decimal places. Colleges should not maintain food service as a subsidy item, but they may be doing that very thing if they don't do a better job of maintaining cost records.

MENU SUGGESTIONS *from the students*



THE FOOD SERVICE AT KNOX COLLEGE is planned to please as many students as possible. Although in mass feeding it is not possible to please everyone all the time, we formulated a questionnaire to find out how existing conditions could be improved. No statistical analysis was made of the survey since the primary purpose was to aid in better meal planning and service.

Because it was the first exposure of Knox students to a survey in this field, the questionnaire was made as brief as was possible and still give adequate coverage so that the results would be valuable. Foods that are too expensive for the budget or that the staff knows the students particularly like or dislike were not included in the survey.

The questionnaire consisted of six and a half pages of stencil duplicated material. The first page gave general information as to what the survey was and directions for filling it in and returning it. A statement from the dietitians also was included to encourage the boarders to feel free to come to the dietitians to register specific complaints or suggestions.

The second page consisted of completion and multiple choice statements on favorite foods, foods served too often, meal service, and social at-

MARY PERSON

Dietitian, Knox College, Galesburg, Ill.

mosphere in the dining room. Pages three to six listed foods that the boarder checked as to liking exceptionally well, liking fairly well, not liking but willing to eat because served, or wouldn't eat.

The food service on which the survey was based consists of a men's and a women's dining hall. Because there is not room in the women's dining hall, approximately one-fifth of the students at the men's dining hall are women. Approximately 400 questionnaires were distributed, with a 56 per cent return.

STUDENTS SHOW INTEREST

The general attitude of the students toward the survey was good. Most of them showed a great deal of interest in the results and few unreasonable replies were received. In general, they displayed an awareness of mass feeding problems and, too, of the budget.

The most direct change in the food service as a result of the survey was in menus—either in ways of preparing and serving the food or in the actual food service. Another direct result of the survey was a follow-up questionnaire prepared by the faculty head of the men's residence hall on

measures or methods of improving the social atmosphere in the men's dining room.

Family style service is used for lunch and dinner, with the students leaving when they are through eating. Because many students were in a rush to leave the dining room, the atmosphere was hurried rather than relaxing. As a result, the waiters were rushed and neglected proper service at times. From seven alternatives, the suggestion requiring everyone to remain in the dining room for a minimum period was put into effect. Although there was considerable agitation at the time of the questionnaire, not one complaint from a student has come to the staff since the rule has been in force.

Another food survey is being planned to follow next Christmas vacation. By that time, new students will have had three months to become acquainted with the food service. Results from each hall will be tabulated separately for faculty, student employes, and boarders, as well as for men and women students.

From our first survey it was found that the women wanted heavier breakfasts while the men wanted more meat for breakfast and a later serving hour.

Forty per cent of the men thought ham was served often enough and 41

per cent not often enough, while 70 per cent of the women wanted less ham. It was being served once a week for dinner and once for breakfast.

For lunches, the opinion was about equal in each dining hall for heavier or lighter lunches, more or less casseroles, and more or less variety. The majority preferred frozen vegetables. Forty-three per cent thought ice cream was served often enough; 50 per cent thought it was not served often enough. Ice cream is now being served two to three times a week.

Ninety-three per cent preferred salad dressing served separately from the salad. Sixty-three per cent drank milk for three meals, 22 per cent for two meals.

For breakfast, bacon was the best liked meat; scrambled was the favorite method of preparation for eggs; and cinnamon toast was well liked by all dining hall boarders. The degree of preference for breakfast menus was similar for men and women.

Twenty-five per cent of the men and 53 per cent of the women liked chow mein exceptionally well. Egg dishes for lunch seemed definitely taboo in both dining halls. Sandwiches were universally liked. Seventy-four per cent of the women liked chili, while only 40 per cent of the men liked it exceptionally well. Liver and fish were very unpopular, although a few requests for each were received. Although nutritionally essential, these foods are served only about once a quarter. There seems to be no point in serving food that goes into the garbage can.

In general, the women liked a greater number and variety of foods than did the men. The student employee reaction was a good gauge of boarder preference. The men wanted meat, potatoes and pie and were not interested in new dishes. However, it is felt that food and food service are parts of the students' education and, therefore, new foods and new preparations are introduced occasionally. There are many more complaints and much dissatisfaction during examination periods, just before vacation, and during particularly busy times for the students.

Discounting the valid suggestions for menus, meal service, and meal preparation, we feel that a change of attitude toward the food served was accomplished by giving the boarders a voice in planning their food and service. Comments from the students

FOODS KNOX COLLEGE STUDENTS LIKE AND DISLIKE

Foods Requested to Be Served Oftener

FOODS	MEN	WOMEN
Meat	Ham, beef, chicken	Roast beef, chicken, veal
Vegetable	Peas, corn, green beans	Peas, corn, green beans
Fruit	Oranges, bananas, peaches	Bananas, peaches, oranges
Dessert	Pie, ice cream, cake	Ice cream, pie, cake
For Breakfast	Pancakes, eggs, meat	Eggs, hot cereal, pancakes, bacon

Foods Served Too Often

FOODS	MEN	WOMEN
Meat	Pork, beef, spareribs	Ham, pork, spareribs
Vegetable	Potatoes, spinach, cabbage	Broccoli, brussels sprouts, sweet potatoes
Fruit	Apples	Apples, fruit bowl, grapefruit
Salad	Coleslaw	Gelatin, coleslaw
Dessert	Cake, fruit	Cake, fruit, date torte
For Breakfast	Eggs, pancakes	Rolls, toast, eggs

Favorite Foods

FOODS	MEN	WOMEN
Luncheon Dish	Hamburgers, beef stew	Chiliburgers, sandwiches, chili
Meat	Ham, beef, chicken	Beef, chicken, hamburgers
Vegetable	Peas, corn, lima beans	Peas, corn, beans
Salad	Fruit, lettuce, tossed	Fruit, tossed, pear and grated cheese
Hot Cereal	Oatmeal	Oatmeal
Cold Cereal	Corn flakes	Rice Krispies

Most Disliked

FOODS	MEN	WOMEN
Vegetable	Parsnips, turnips, sauerkraut, asparagus, beets, brussels sprouts, cabbage, cauliflower, eggplant, spinach	Eggplant, parsnips, turnips, mixed vegetables, sauerkraut, squash
Salad	Carrot and raisin, cranberry relish, carrot and cabbage, red bean, vegetable gelatin	Cranberry relish, red bean
Dessert	Rice Krispie squares, raisin pie, mincemeat pie, bread, date, rice puddings	Raisin pie, mincemeat pie, bread, date and rice puddings
Luncheon Dish	Chipped beef, noodle dishes, corned beef	Sauerkraut and wieners, fritters, corned beef and cabbage

Best Liked

FOODS	MEN	WOMEN
Salad	Banana, citrus, potato, relishes, sherbet, tossed	Applesauce, Waldorf, banana, cottage cheese, fruit gelatin, citrus, potato, relish, tossed, tuna, sherbet
Dessert	Angel food cake, chocolate cake, fruit shortcake, brownies, butterscotch square, banana cream pie, lemon pie, butterscotch and chocolate puddings	Banana-nut cake, angel food cake, chocolate cake, shortcake, ice-box cookies, brownies, oatmeal cookies

have always been encouraged, and the dietitians take advantage of every opportunity to become acquainted with them. After the survey conversations with the students invariably ended

with "You can't please everyone." Knox students, as in most colleges, come from a wide diversity of backgrounds; by this survey it is believed the majority opinion was found.

NEWS

Review Segregation Cases . . . New Tuition Plan at Western Reserve . . . Cut Courses
in Loyalty Oath Dispute . . . Take Action in Emergency Defense Program . . . A.C.E.
Reviews International Situation . . . Invites Political Parties to Meet on Campus

Negroes Gain in Efforts to Breach Segregation Line in Universities

ATLANTA, GA.—A recent article in the *New York Times* reviewed recent developments in the efforts of Negroes to eliminate segregation policies in effect in colleges and universities throughout most of the South. As has been previously reported, the University of Texas and the University of Oklahoma have been directed by the United States Supreme Court to accept the registration of students who apply for graduate study. It was reported that of all the Southern States, Kentucky has done the most to accept the letter and spirit of previous Supreme Court rulings. The University of Kentucky had 63 Negroes enrolled as summer students and 12 are expected to enter on a regular basis this fall, including nine carry-overs from last year.

Berea College, Berea, Ky., is planning to admit two Negroes this fall, and University of Louisville trustees voted last spring to admit Negroes to all graduate schools this coming school year, and to admit them as undergraduates in the schools of music and engineering. Freshmen classes in the medical and dental schools were filled before the trustees acted. Under present plans, Louisville Municipal College, the Negro branch of the university, will close in 1951 and all undergraduates will enter the University of Louisville. There are currently 374 students at Louisville Municipal College.

The situation at other state universities is as follows:

North Carolina—Two Negroes have filed suit for entry into the University of North Carolina's law school and six other Negroes have joined the complaint.

Maryland—The law school at the University of Maryland has been ad-

mitting Negro students since 1935, but there is now a case pending by Esther McCready, who applied for admission to the school of nursing. The Maryland court of appeals ruled that she should be admitted and the case is now heading for the United States Supreme Court.

Louisiana—Twelve Negroes applied on July 6 for admission to the Louisiana State University. Their bids were rejected.

Florida—Five Negroes sought admission to the University of Florida and now have filed court suits as a result of rejection.

Arkansas—There have been five Negroes at the university law school for the last two years. Two have been in the medical school at Little Rock.

Missouri—One Negro graduate student is at the state university at Columbia and two are at the School of Mines and Metallurgy at Rolla. Their admission was ordered in a court suit which Missouri university officials said they would not contest.

Pay-as-You-Go Tuition Plan at Western Reserve

CLEVELAND.—Western Reserve University, through an announcement by Dr. John S. Millis, president, has initiated a new tuition policy which is essentially a pay-as-you-go plan.

The new policy requires a minimum deposit of 25 per cent of the tuition at the time of registration. The balance of the tuition may be divided into one, two or three installments, due in 30, 60 or 90 days, respectively.

The plan was adopted by the administrative officials after considerable study and research. It was the conviction of administrators that the increased cost of living presented a challenge to present-day education and that the pay-as-you-go plan would make it possible for many additional persons to receive a college education.

48 Courses Dropped in Loyalty Oath Controversy at U.C.

BERKELEY, CALIF.—Robert G. Sproul, president of the University of California, recently circulated a notice among department heads that no teaching is to be done by nonsigners of a special non-Communist statement.

This notice applies particularly to 26 faculty members, 18 of whom are parties to a court action aimed at forcing the board of regents to retain them on the pay roll. The suit will be argued in November or December before the state court of appeal at Sacramento. The court ruled recently that the regents should take no action toward discharging the petitioners pending final outcome of their suit. None of the nonsigners has received any salary since June 30, the end of the last academic year.

As a result of the ruling denying nonsigners of the non-Communist statement the privilege of teaching, the university has eliminated 48 courses from its curriculum because of the loyalty oath controversy. Most of these courses had been taught by the faculty members who refused to sign the non-Communist statement, and the heads of the departments involved have been unable to find qualified personnel to replace them.

Army Boosts R.O.T.C. in 39 Midwest Colleges

CHICAGO.—According to an announcement by 5th army headquarters, the number of men in reserve officers training corps units in 39 colleges and universities, located in 13 states, will be increased 56 per cent this fall.

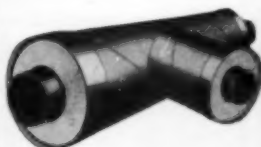
The announcement stated that this increase was authorized to meet the army's new need for commissioned officers and that on a nationwide basis the army is seeking to raise the total

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number of students in advanced R.O.T.C. units from 25,000 to 34,500, and of those in two-year basic R.O.T.C. training courses from 95,000 to 120,000. In the 5th army area, preliminary enrollment figures indicate that 34,000 cadets will be taking R.O.T.C. training in the Midwest. Of this number, 7675 are expected to receive advanced training in the senior units. This represents an increase of 2225 in the advanced courses and 10,000 in basic training.

Students Ask End of Racial Segregation

MANHATTAN, KAN.—The annual student planning conference, which precedes fall enrollment at Kansas State College, approved a recommendation that racial segregation be abolished in college residence halls.

The proposal grew out of three days of committee meetings attended by 170 students and was adopted by a general assembly for submission to

the administration of the college. The group also recommended that the college administrative procedures be reorganized to allow students a voice equal to the faculty in matters concerning them. Seventy per cent of the recommendations from previous student conferences have been adopted by the college administration.

Recommends Emergency Contributions to Defense Program

WASHINGTON, D.C.—At the National Conference for Mobilization of Education, the committee on priorities and allocations of critical materials, under the chairmanship of Bert C. Ahrens, executive secretary of the National Association of Educational Buyers, recommended, as a result of a study of current conditions, the following actions relative to higher education: (1) the creation of a mandatory system of allocations to manufacturers with education, health and local government preferred second only to direct production for defense; (2) that the consuming units of these three functions be implemented with an automatic priority on manufacturers' output second only to that of the armed services; (3) that the government take immediate steps to eliminate the gray market in critical materials which not only creates shortages for educational consumers but also increases prices many fold; (4) that the government study the shift of student populations that has occurred in recent years and is bound to continue to occur in a defense emergency, and (5) that in all phases of the planning and administration of an allocations and priorities system the governmental agencies make constant and practical use of qualified consultants from the schools, colleges and universities, as well as from industry.

Cornell Outlines Plan for War Preparedness

ITHACA, N.Y.—Cornell University officials announced that a blueprint for mobilization of its facilities and staff toward service in the international crisis has been initiated and progress made toward completion of the program.

Dr. Cornelis W. de Kiewiet, acting president, reported that inventories of the university's resources are near com-



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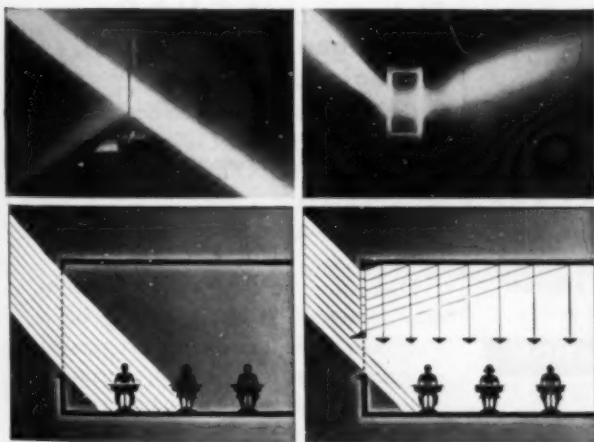


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pletion and that faculty committees are at work to determine how various elements can be adapted to military training programs, special research or other activities supporting war preparedness.

A faculty defense coordinating council committee will be responsible for suggesting to the administration and the trustees the manner in which government programs could be built around the university's extensive list of educational and research projects,

such as accelerated courses in foreign languages, research in aerial photography, nuclear physics, and virus diseases of animals, and other activities.

Recommendations of the defense coordinating council concerning large-scale training programs will be based largely on an inventory of physical facilities and special skills of the staff. The survey includes information about classrooms and laboratories and facilities for physical education, housing, feeding, medical and health services.

A.C.E. Meets to Review Effect of International Situation on Education

WASHINGTON, D.C.—The American Council on Education staged a conference here on "higher education in the national service" on October 6 and 7 for the purpose of reviewing the current international situation and the effect it has on colleges and universities.

Appearing on the program as leaders of the conference were Raymond Walters, president of the University of Cincinnati, who spoke on "Relationships of the Federal Government and Higher Education," and Edmund E. Day, president emeritus, Cornell University, who reviewed "The Long-Range Role of Higher Education."

Consideration was given to emergency service of higher education by speakers from the Department of Defense and the research and development board of the federal government. In addition, Robert L. Clark, director, manpower office, National Security Resources Board, Earl J. McGrath, commissioner, U.S. Office of Education, and Maj. Gen. Lewis B. Hershey, director, selective service system, participated as featured speakers.

The conference was concluded with an address by George F. Zook, president, American Council on Education, on the subject of "The Challenge of the Future to Higher Education."

Federation of C.U.B.O. Contingent on Approval of Regional Groups

CHICAGO.—At a September meeting of representatives of College and University Business Officer Associations, action was taken toward implementing the establishment of a federation of those associations.

Discussion at the two-day sessions was centered on the drafting of a statement of objectives and a suggested program of action. The organization of a federation was contingent on the approval by members of the various regional associations, and representatives from the associations at the preliminary meeting are to report the deliberations to their respective associations for study.

Those in attendance at the preliminary federation meeting urged early consideration of the statement of ob-

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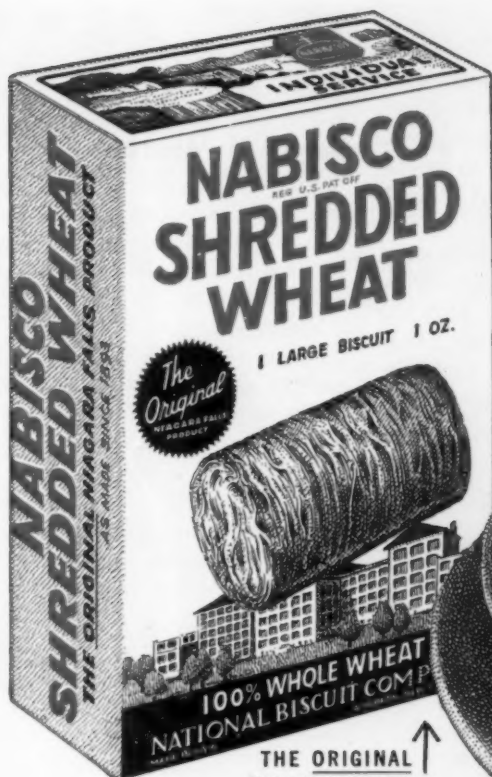
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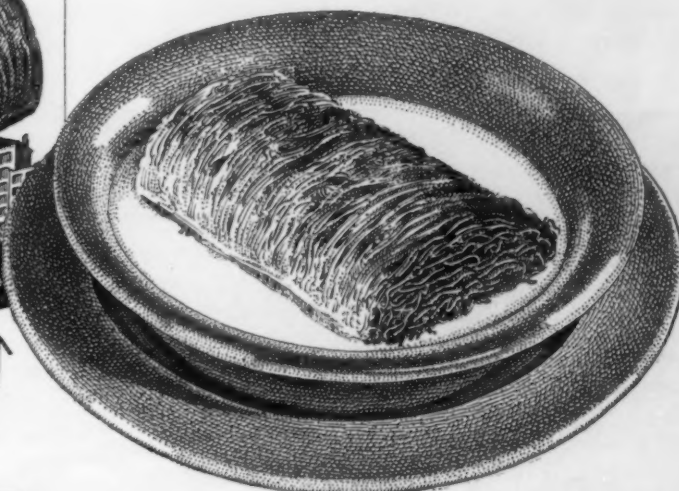
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jectives for the proposed federation in order that business officers of higher education might be able to move quickly in meeting the challenges presented to them by a recent turn of world events. All associations were represented by their presidents and secretary-treasurers, with the exception of the Western Association of College and University Business Officers, which was represented by Secretary-Treasurer James M. Miller. Elton D. Phillips, University of Southern California, was

not present. Luther H. Foster Jr. of Tuskegee Institute represented the American Association of College and University Business Officers in the absence of its president, W. A. Hamilton.

It is anticipated that another meeting of the preliminary group will be held some time next spring, after the regional business officer associations have had an opportunity to study the statement of objectives developed at the Chicago meeting.

Ohio State Offers Campus Facilities for Political Meetings

COLUMBUS, OHIO.—In order to qualify the position of Ohio State University relative to the appearance of political candidates on the campus, Howard L. Bevis, president, addressed a communication to the attention of the state chairmen of the Democratic and Republican parties of Ohio, in which he stated the policy of the institution as follows:

"Under authority of the board of trustees of Ohio State University, each of the political parties, the names of whose candidates will appear on the official ballot at the coming November election, may, if it chooses, hold a meeting or meetings on the campus of the Ohio State University on one day prior to the day of election. Such meetings shall be open to members of the faculty, the student body, and the general public. The university will provide space and other facilities for such meetings but shall have no other control over or responsibility for them. The chairman of each political party availing itself of this offer shall be wholly responsible for the arrangement of the programs, the selection of speakers, and details of the meetings. The university shall have no responsibility for any statements made either orally or in writing.

"Under the authority of this resolution, therefore, I am happy to extend to your party through you the privilege of holding such meeting or meetings on a day to be selected. If possible, the day will be determined by agreement; if not, the choice of days will be determined by lot."

Authorize Move of Kentucky College

OWENSBORO, KY.—In a recent session of the Louisville and Kentucky Annual Conferences of the Methodist Church, a vote was taken which would authorize the transferral of Kentucky Wesleyan College from Winchester, Ky., its present location, to Owensboro, Ky., providing certain conditions were met.

Initiative leading to the action was taken by Kentucky Wesleyan alumni and citizens of Owensboro. After an opinion survey of the community, the results of which were decidedly favorable, Owensboro offered a proposal to



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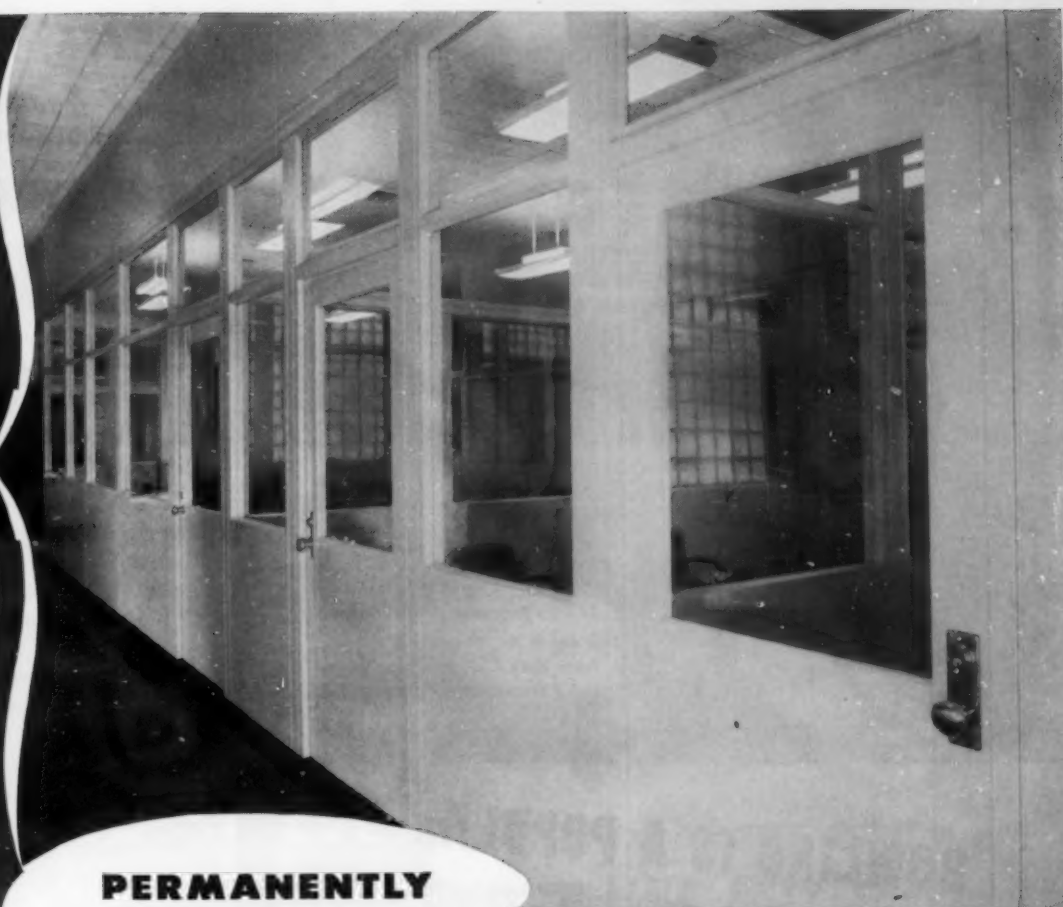
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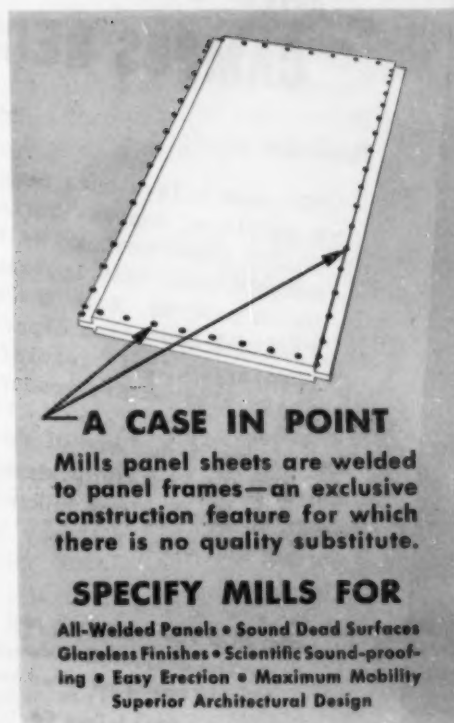
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NEWS.

the two annual conferences under the terms of which the sum of \$1,000,000 will be raised by Owensboro people and given to the college.

According to present plans, Kentucky Wesleyan will continue to operate at Winchester through the school year 1950-51; if all conditions are met, the college may be able to open for work at Owensboro in the fall of 1951.

Conducts Study of Junior Colleges

LOS ANGELES.—A recent 14 month study by Dr. B. Lamar Johnson for the Carnegie Institute for the Advancement of Teaching reveals that California is considered as an ideal "laboratory" in which to study the junior college because within its borders are 12 per cent of the nation's junior colleges and 41 per cent of the students.

Dr. Johnson states: "The junior college is strictly an American product and enrollment is growing by leaps and bounds. In 1940 there were 150,000 junior college students; today there are more than 500,000, and the number increases each semester.

"The aftermath of World War I saw the rapid growth of the public high school. Today, following World War II, the most striking educational phenomenon in the United States is the expansion of the public supported junior college."

Truman Order Affects Deferment of College Students

WASHINGTON, D.C. — President Truman approved, on September 9, an act of Congress relating to the induction of medical, dental and allied specialists. This act (Public Law 779) is an amendment to the Selective Service Act of 1948.

In section one (3), the act refers to matters of interest to colleges and universities in stating that:

"It is the sense of the Congress that the President shall provide for the annual deferment from training and service under this title of numbers of optometry students and premedical, preosteopathic, preveterinary, preoptometry and predental students at least equal to the numbers of male optometry, premedical, preosteopathic, preveterinary, preoptometry and predental students in attendance at colleges

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NEWS.

and universities in the United States at the present levels, as determined by the director."

On the same day, President Truman issued an executive order dealing with the matter of labor supply, and in section 601(c) of the executive order delegated certain functions under the Defense Production Act to the Department of Labor and the Federal Security Agency.

The memorandum indicated that the Department of Labor would identify

training needs for defense activities, and that the Federal Security Agency, through the Office of Education, would "develop plans and programs for the education and training, in groups or classes under organized educational auspices, of personnel needed for work in occupations essential to the national defense."

Initiation of plans for specific training programs under the authorization of this order will depend upon certification by the Department of Labor

that manpower shortages exist or are imminent in occupations essential to defense production needs. Plans are being made for the development of programs, to be conducted by schools, colleges and universities under the sponsorship of the Office of Education, for meeting such shortages.

Initiate Plans for Regional Training

DAYTONA BEACH, FLA.—At a recent interstate educational conference, the presidents and deans of 31 Southern colleges and universities moved unanimously to initiate a program to implement a graduate training program on a regional basis. The recommendations of the educators will be submitted to the board of control of the Southern regional education program for additional action at its joint meeting at the Southern Governors Conference in November.

In regard to immediate implementation, the educators reported that within three to six months there could be regional collaboration in the use of distinctive service for graduate study and research. The educators pointed out as examples of the fields of study already available on a regional basis were those in plant introduction, statistics, meteorology, speech correction, marine sciences, and public administration.

Would Abolish Duties on Audio-Visual Aids

PARIS, FRANCE.—Teachers and students throughout the world will be able to receive books, scientific equipment, works of art, films, sound recordings, and other audio-visual aids free of customs duties under an international agreement which UNESCO is sponsoring as a means of reducing barriers to world trade in educational, scientific and cultural materials. The text of this convention, which is unprecedented in scope and importance, was approved by the 59 member states attending UNESCO's recent general conference in Florence, Italy.

Governments adhering to the "Agreement on the Importation of Educational, Scientific and Cultural Materials" will grant duty-free entry to books, newspapers, magazines, musical scores, maps, charts and travel literature. And they will provide free entry



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For full information on specific Weston Instruments to meet your particular requirements, write

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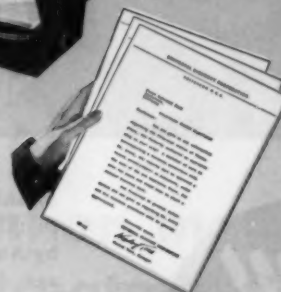
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New—a complete line of American finishes now offered for *all kinds of floors!* This gives you the correct material—in the finest quality—for each type of floor, and for each desired result. There are American seals, finishes, waxes and cleaners for every requirement—glossy or satin—fast-drying or normal drying—on wood, cork, linoleum, terrazzo, asphalt tile, rubber tile, concrete, plastic and other types. The right materials for *long life and easy maintenance!*

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NEWS

for books and other educational material needed by the blind.

The agreement will permit the free importation of paintings, drawings and sculpture. News reels, educational, scientific or cultural films, filmstrips, microfilms, slides and sound recordings will likewise be freed from tariff restrictions. Duties also will be lifted from a wide range of materials consigned specifically to educational, scientific and cultural institutions. These items include: scientific instruments, apparatus and collections; objects of art; patterns, models and wall charts; architectural, industrial or engineering plans and designs.

Cut in Budget Affects Two New York Colleges

NEW YORK.—The board of higher education announced recently that it would cut \$1,946,250 from its 1951 capital budget request for new and pending projects.

Ordway Tead, chairman of the board of higher education, stated in a letter to Jerry Finkelstein, chairman of the City Planning Commission, that the cut was in compliance with a request from the planning commission that the 1951 capital programs of all city agencies be revised because of the needs for national defense.

The cut in the budget will result in the deletion from the original appropriation program of the proposed library building for City College and the rehabilitation of the buildings and grounds of Brooklyn College.

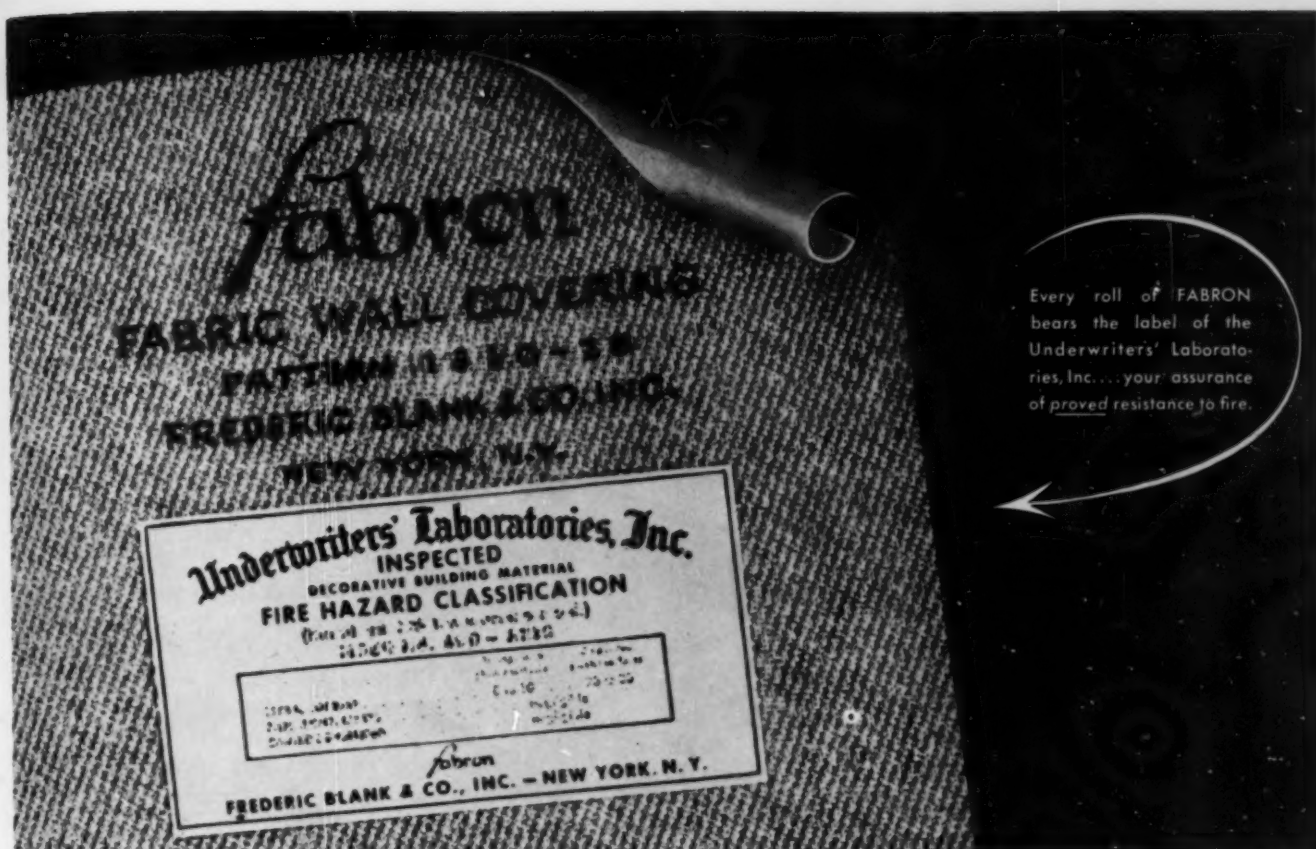
Scholarship Granted to 15 Month Old Boy

REXBURG, IDAHO.—Ricks College announced recently that a scholarship award to Stewart Cooper is being held for his son, 15 month old Daniel Craig Cooper of Compton, Calif.

Stewart Cooper advised the college that he was unable to take advantage of the scholarship this fall, and wrote John L. Clarke, president, requesting that the scholarship be held for Danny when he becomes of college age.

First Negro Admitted to University of Virginia

CHARLOTTESVILLE, VA.—The University of Virginia admitted its first Negro student to graduate law study with the acceptance of the registration of Gregory H. Swanson. He received



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Fordham University.....New York, N. Y.
Manhattanville College.....New York, N.Y.
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New York, N. Y.
University of Tennessee.....Knoxville, Tenn.
Oberlin College.....Oberlin, Ohio
Denison University.....Granville, Ohio
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NEWS.....

NAMES IN THE NEWS



S. Omwake

Stanley Omwake, formerly assistant treasurer of Ursinus College, Collegeville, Pa., has been named treasurer of Sweet Briar College and will assume his new duties on November 1. As third treasurer of Sweet Briar College, Mr.

Omwake succeeds Don C. Wheaton, who resigned after serving eight years to become financial vice president of Kenyon College.

Harold T. Porter, purchasing agent at Tulane University, New Orleans, resigned effective September 30 to accept a position in the purchasing section of the Ethyl Corporation, Baton Rouge, La. Jesse B. Morgan Jr., formerly internal auditor at Tulane, has been named to succeed Mr. Porter.

Broderick H.

Johnson, director of publicity and chairman of the department of journalism at Ohio Wesleyan University, Delaware, Ohio, has been appointed assistant to the president at Western College for Women, Oxford, Ohio. In his new assignment, Mr. Johnson will have supervision of the offices of admissions, financial promotion, and public relations. His appointment became effective September 1.



B. H. Johnson

A. Stanley Trickett, formerly professor of history and dean of Kansas Wesleyan University, Salina, Kan., has been appointed president of the university. He succeeds Herbert Jackson Root, who resigned on June 30 of this year.

Loren Kottner, formerly activities counselor and director of Tomlinson Hall at Case Institute of Technology, Cleveland, has been named to the position of union planner at the State College of Washington at Pullman. He will work with Frank Noffke, director of the college union at the Pacific Northwest institution.

Robert Harron, director of public relations at Columbia University, New York, for the last five years, has been named head of the new public service bureau at the University of Denver, according to a recent announcement by Albert C. Jacobs, chancellor of the Denver university. No announcement of Mr. Harron's successor has been made by Columbia University.

Edwin Cameron

Clarke has been named vice president of Geneva College, Beaver Falls, Pa. Dr. Clarke will be responsible for the establishment of a progressive public relations program and future development projects of the college.



E. C. Clarke

Anastasia Doyle has been appointed to the newly created position of director of university residences at Stanford University, Stanford, Calif. Miss Doyle will supervise financial management and operation of both men's and women's residence halls.

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The NEW PYRA-SEAL dries to touch in LESS than 2 hours. Can be steel woolled and given another coat after 4 to 5 hours drying time.

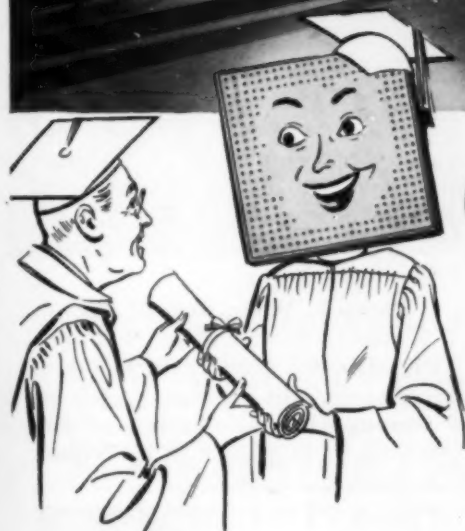
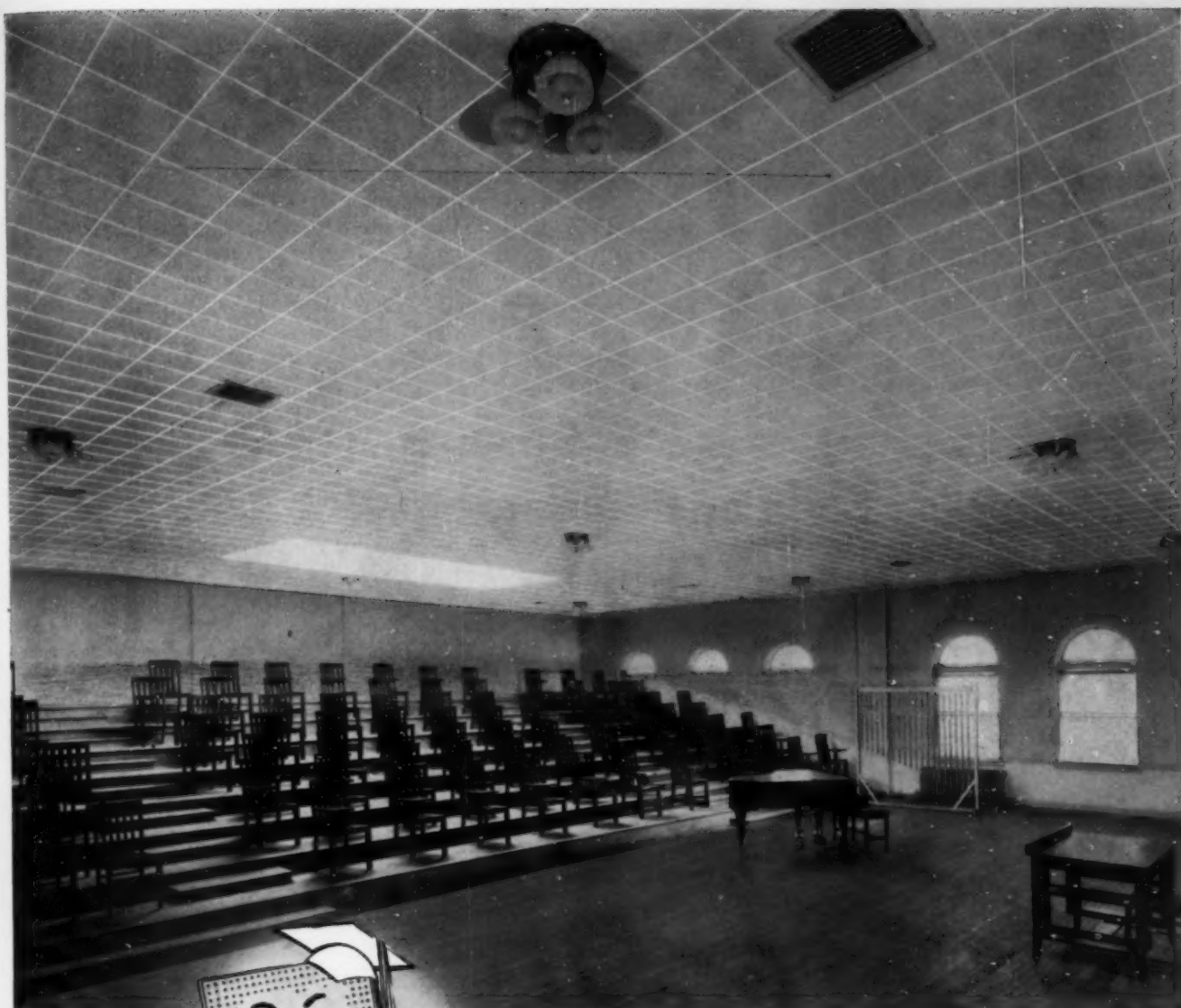
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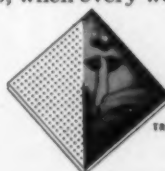
Acousti-Celotex ceiling tile checks sound reverberation before it starts. Assures "front-row hearing" to every student, regardless of how far back he is seated. Teaching is more effective, too, when every word is sure to

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NEWS.

Holger B. Bentsen, business officer of George Williams College, Chicago, and director of College Camp in Wisconsin, has been named assistant general secretary of the Cleveland Y.M.C.A. Mr. Bentsen is the immediate past president of the National Association of Educational Buyers. His



H. B. Bentsen

Cleveland appointment becomes effective November 15.

J. N. Gerber has resigned as director of student personnel at Northwestern State College, Natchitoches, La., to accept the position of dean of guidance at Stephen F. Austin State College, Nacogdoches, Tex.

Robert F. Moore, director of personnel at Columbia University, resigned October 1 to accept a position with the New York firm of Rogers and Slade, management consultants.

Edwin H. Armstrong recently has been appointed associate director of financial development at Willamette University, Salem, Ore., according to a recent announcement by **G. Herbert Smith**, president of Willamette.



E. H. Armstrong

Stuart Keckeley, vice president and business manager of William Woods College, Fulton, Mo., has been appointed by the board of managers of the institution to conduct the administration of the college during the interim vacancy in the presidency caused by the resignation of **Harlie L. Smith**, who has accepted a post as president of the board of higher education, Disciples of Christ. Mr. Keckeley will cooperate with the new dean of the college, **Jacob H. Cunningham**, who will be responsible for academic affairs of William Woods College until appointment of a new president has been made.

Frederick K. Miller, formerly assistant to the president of Lebanon Valley College, Annville, Pa., has been appointed acting president until a successor can be named to the late **Rev. Clyde Alvin Lynch**.

E. H. Miller, vice president of Cedarville College, Cedarville, Ohio, has been appointed to serve as acting president until a successor to **Ira D. Vayhinger** can be named. Dr. Vayhinger resigned the college post to accept a pastorate in the Presbyterian Church at Fletcher, Ohio.

Warren F. White, formerly chief accountant of Smith College, Northampton, Mass., has been named auditor of the college. His successor as chief accountant is **Harry H. Banks**, according to a recent announcement by **William A. Bodden**, controller.

Omer Clyde Aderhold, dean of the college of education at the University of Georgia, has been named to the presidency of the university. He succeeds **Jonathan C. Rogers**, who retired from the presidency in September.



O. C. Aderhold

Henry F. Thornes, assistant bursar in the University of Illinois business

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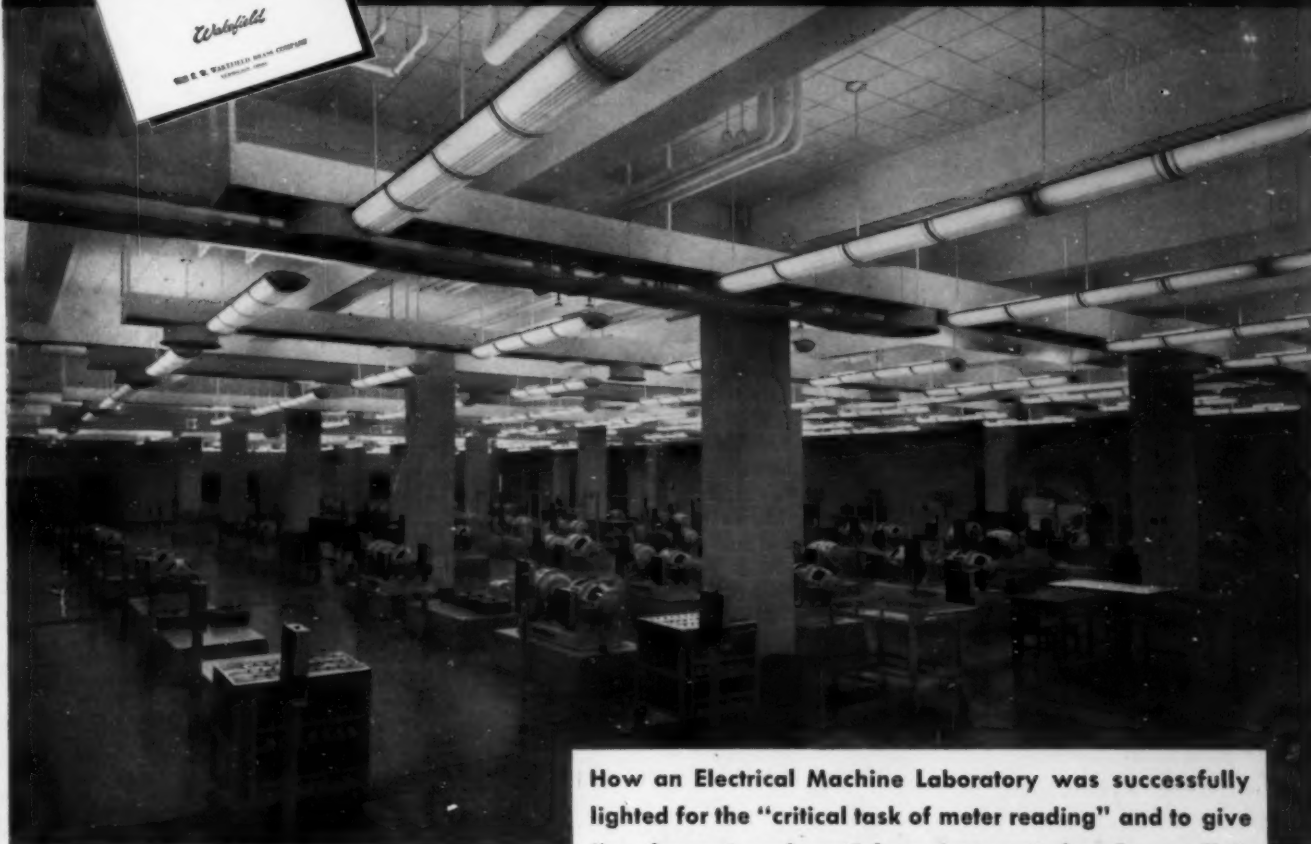
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How an Electrical Machine Laboratory was successfully lighted for the "critical task of meter reading" and to give "a pleasant and restful environment for the eye" is reported in this *In-Service Study of Lighting* by a registered professional engineer. In spite of undesirable structural elements and physical characteristics of laboratory equipment, the illumination is highly uniform on horizontal and vertical working surfaces, and is free from inherent shadows, high brightness contrasts and objectionable glare. For your copy of the study, write

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THE COMMODORE



THE STAR



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NEWS.....

office, has been appointed business manager of the athletic association, according to a recent announcement by Douglas R. Mills, director of athletics. Mr. Thornes succeeds C. W. Lyon, who resigned to enter private business.



W. N. Wentworth

W. Norris Wentworth, assistant director of halls of residence at Indiana University, Bloomington, since 1945, has been named head of a newly created bureau of educational conferences at the university. He will be responsible for supervision and coordination of all special events that bring off-campus visitors to the university. In addition to arranging for facilities for visitors, Mr. Wentworth will assist university faculty and staff in planning conferences. Last year Indiana University was host to 177 separate gatherings which were attended by a total of 24,000 registered delegates. **George R. Olsen**, formerly with Indiana's business office, has succeeded Mr. Wentworth in the halls of residence position.

H. C. Hartman, formerly business manager, Walla Walla College, Walla Walla, Wash., recently has been named president of Union College, Lincoln, Neb. He succeeds **Robert W. Woods**, who recently resigned to accept appointment as dean of La Sierra College at Arlington, Calif.

Louis Arthur Pardue, dean of the graduate school of the University of Kentucky, Lexington, has been named vice president of Virginia Polytechnic Institute, Blacksburg. He will succeed **C. Clement French**, who resigned recently to accept appointment as dean of the school of arts and sciences, Agricultural and Mechanical College of Texas.

Charlie S. Wilkins, president, Agricultural and Mechanical College, Magnolia, Ark., has resigned to accept appointment as vice president of the Lawton Oil Corporation.

Christopher M. Waldorf, bursar of Fordham University, New York, for the last 25 years, has been appointed assistant treasurer and financial adviser to the Rev. Laurence J. McGinley, university president. He is the first layman in the post.

The Very Rev. Edward G. Jacklin, dean of the college of arts of George-

town University, Washington, D.C., has been appointed president of St. Joseph's College, Philadelphia. He succeeds the Very Rev. John J. Long.

Mary P. Winsor, founder of Winsor School for Girls, Boston, died recently at the age of 89 years. Miss Winsor taught French and the history of art at the school until her retirement in 1922.

Alice Vale, former president of Nardin Academy at Buffalo, N.Y., died recently at the age of 47 years. Miss Vale had been head of the academy for 13 years before going to St. Joseph's School for the Deaf, the Bronx, N.Y., in February of this year.

John Harcourt Alexander Morgan, former president of the University of Tennessee, died recently at the age of 82 years. He had been president of the university from 1919 to 1933, and later was chairman of the Tennessee Valley Authority from 1938 to 1941.

POSITIONS WANTED

Business Manager—Excellent experience in all phases of college business administration; well-grounded in budgeting, personnel, accounting, and purchasing; have legal background; objective in a position with real challenge. Write Box CW16, COLLEGE AND UNIVERSITY BUSINESS.

Student Facilities Director—Assistant director, food services, now with mid-western university desires opportunity as food services director or student union director; college graduate, hotel administration; age 38; experience also includes stadium concession and vending machine operations. Write Box CW 7, COLLEGE AND UNIVERSITY BUSINESS.

Superintendent of Buildings and Grounds—Seven years in present position; practical experience in all phases of construction and maintenance; previous experience, assistant engineer in large department store and maintenance man in large factory. Write Box CW 6, COLLEGE AND UNIVERSITY BUSINESS.

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Association of College and University Business Officers

Central Association

President: John K. Selleck, University of Nebraska; secretary-treasurer: C. C. De Long, University of Illinois.

Eastern Association

President: H. R. Patton, Carnegie Institute of Technology; secretary-treasurer: Irwin K. French, Middlebury College, Middlebury, Vt.

Convention: December 3-5, Royal York Hotel, Toronto, Canada.

Southern Association

President: Jamie R. Anthony, Georgia Institute of Technology; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: Elton D. Phillips, University of Southern California; secretary-treasurer: James M. Miller, University of California. Convention: May 1951. Santa Barbara, Calif.

American Association

President: W. A. Hamilton, Lincoln University; secretary: L. H. Foster Jr., Tuskegee Institute.

Convention: May 7 and 8, Virginia State College, Petersburg, Va.

Association of College Unions

President: Duane E. Lake, University of Nebraska; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin. Convention: April 1951. Michigan State College, East Lansing.

Association of Physical Plant Administrators of Universities and Colleges

President: E. J. Behler, Yale University; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 1951. University of Oklahoma, Norman.

American College Public Relations Association

President: Stewart Herral, University of Oklahoma; secretary-treasurer: James W. Armsey, Illinois Institute of Technology, Chicago.

College and University Personnel Association

President: Boynton S. Kaiser, University of California; secretary-treasurer: Ruth Harris, University of Illinois.

National Association of College Stores

President: Ralph Stilwell, UCLA; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

Convention: April 29-May 2, Columbus, Ohio.

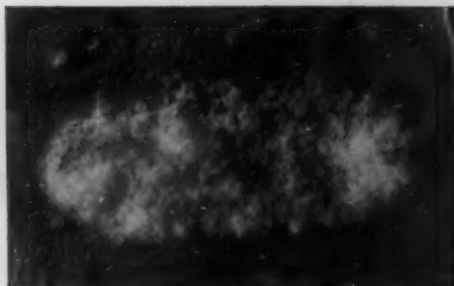
National Association of Educational Buyers

President: Rev. J. Leo Sullivan, S.J., College of the Holy Cross; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N.Y.

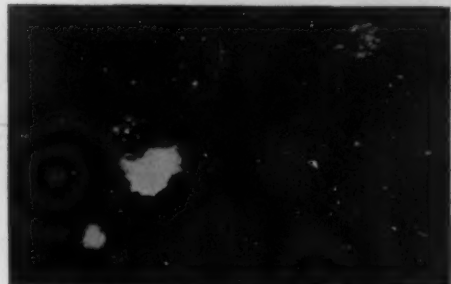
Convention: May 2-5, Statler Hotel, Detroit.



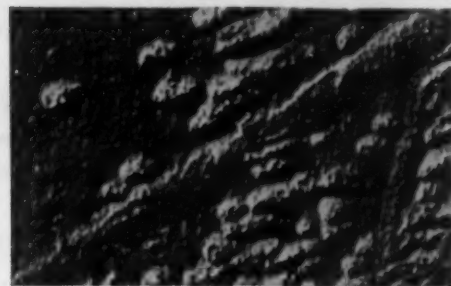
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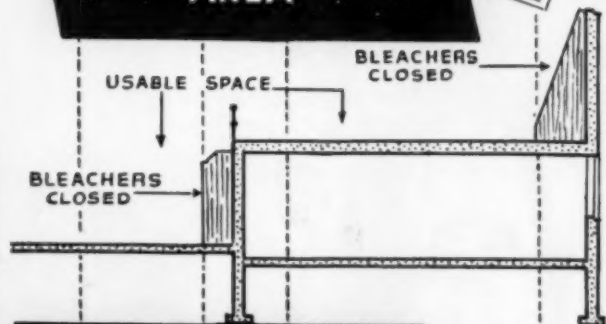
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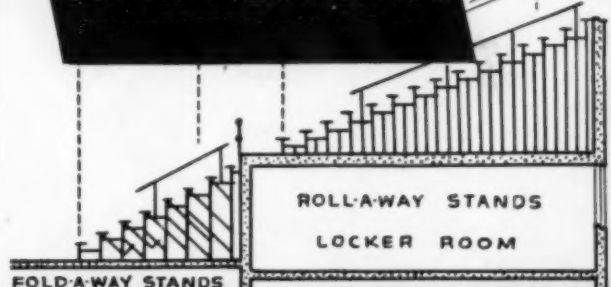
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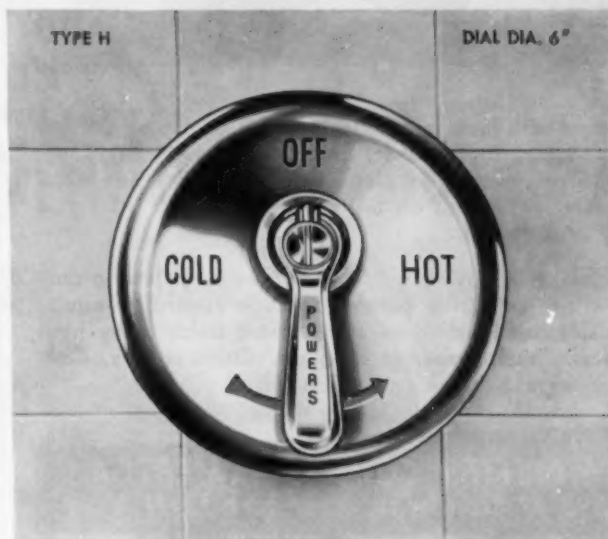
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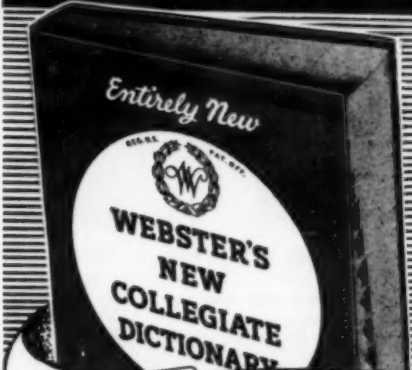
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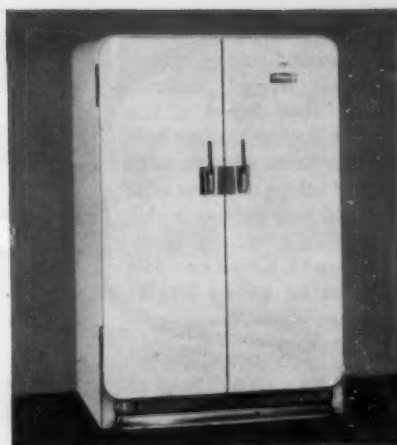
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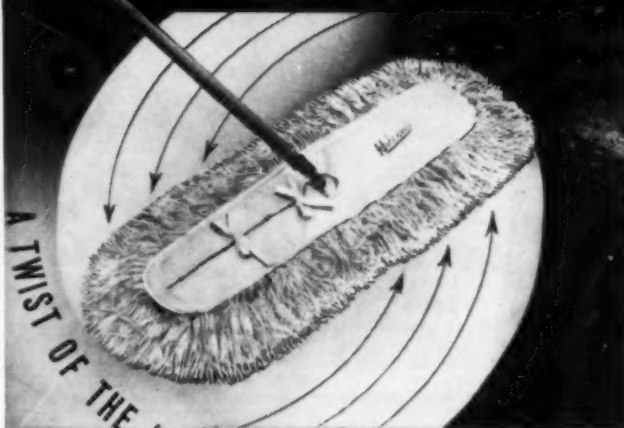
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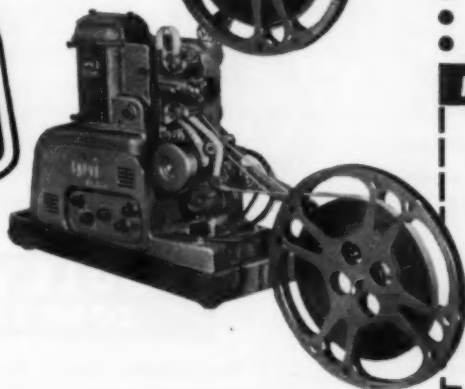
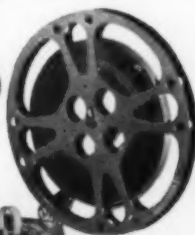
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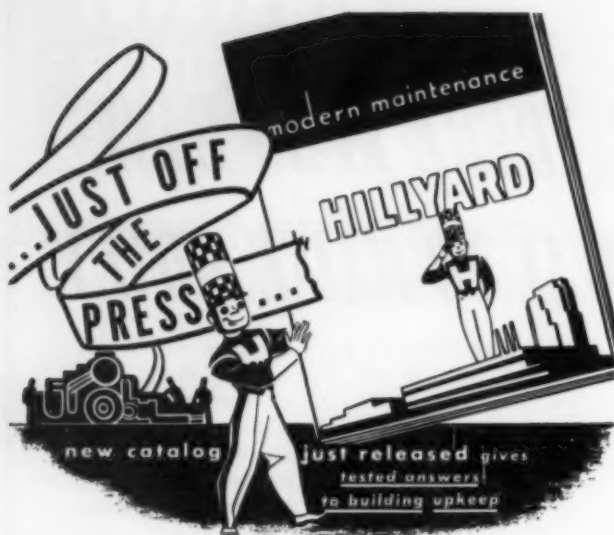
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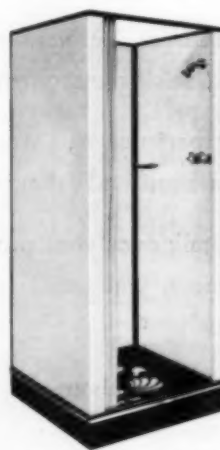
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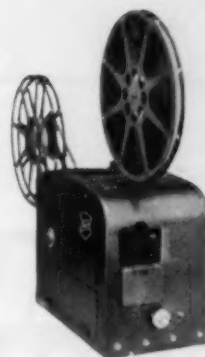
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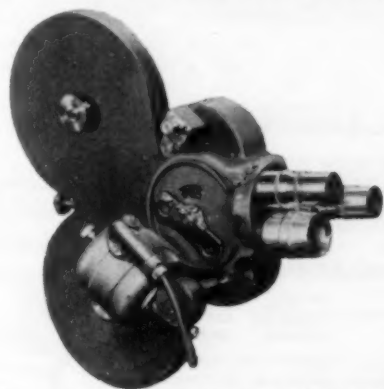
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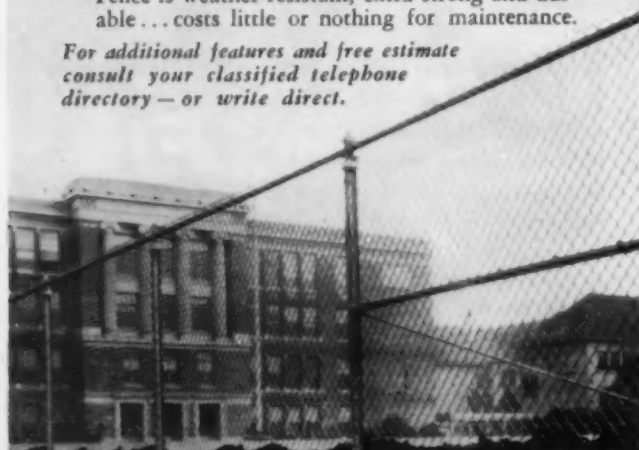
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Universal Table with Envoy Chairs No. 368



for dormitories,
dining rooms, libraries

For use wherever good appearance, convenience, and durability are desired at a moderate price. Table top is heavy, cored, plywood construction, durably lacquered; steel end standards, solid metal glides. Chairs have monosteel frames, formed seats and deep-curved backs with self-adjusting lower rail.

American Bodiform Auditorium Chair

No. 16-001 with 119 Aisle Standard



Bodiform chairs represent the finest in auditorium seating, combining beauty with maximum comfort, durability, and economical housekeeping and maintenance. Seat rises to 3/4 safety-fold position when vacated, for easy ingress and egress. No pinching, tearing, or soiling hazards. Wide range of styles and colors. Also available with safety-folding tablet-arm.

American Envoy Tablet-Arm Chair No. 380

for classroom use

This is the perfect movable chair for classrooms—fine appearing, light weight, comfortable, and exceptionally durable. Monosteel frames are securely welded to cross members. Formed plywood seats and deep-curved backs, with self-adjusting lower rail to fit each occupant. 23 1/2 x 12-inch tablet-arm slopes 3 1/4 inches within its length. Rigid, formed-steel arm support. Available in 17-inch seat height.



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HERRICK

STAINLESS STEEL REFRIGERATORS

PERFORMANCE-PROVED

AT

Louisiana State University

IN BATON ROUGE



Above: General view of Louisiana State University.
Below: A section of the L. S. U. kitchen showing one of three HERRICK Stainless Steel Refrigerators installed there. This modern kitchen contains two 10-door and one 8-door double-front pass-through HERRICKS.



Hearty appetites at L. S. U. are satisfied by an abundance of food from a modern kitchen designed to handle some 6,000 persons per meal. To maintain the required volume at peak flavor, three HERRICK *stainless steel* Refrigerators stay constantly on guard. These versatile HERRICKS chill and purify the air surrounding the food...hold it at correct humidity. Whether you serve large numbers or cater to a select few, you'll find HERRICK unequalled for superb performance. Write for name of nearest supplier.

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HERRICK

The Aristocrat of Refrigerators

CORBIN



No. 85 — Cast bronze — combination type. The combination can be readily changed — 3 3/4" wide, 5" high, 1 1/2" deep — outside measurements.



No. 50 — Cast bronze — Corbin pin-tumbler lock — each lock with different key change. Size as No. 85 above.

KEY OR KEYLESS LETTER BOXES FOR SCHOOLS and COLLEGES

For efficient handling and low cost distribution of mail to the administrative staff and students, specify CORBIN letter boxes.

Made in 4 different sizes for varied requirements and arranged to fit available space.

Letter boxes are furnished with either pin tumbler locks (keyed) or with (keyless) automatic combination lock for easy operation, convenience and maximum security.

Furnished in sections, completely assembled, with pigeonholes — ready for service.

Complete plans and elevations of your requirements will be furnished without expense or obligation to you.

Write today for the free copy of the illustrated pamphlet (LB) describing letter boxes.

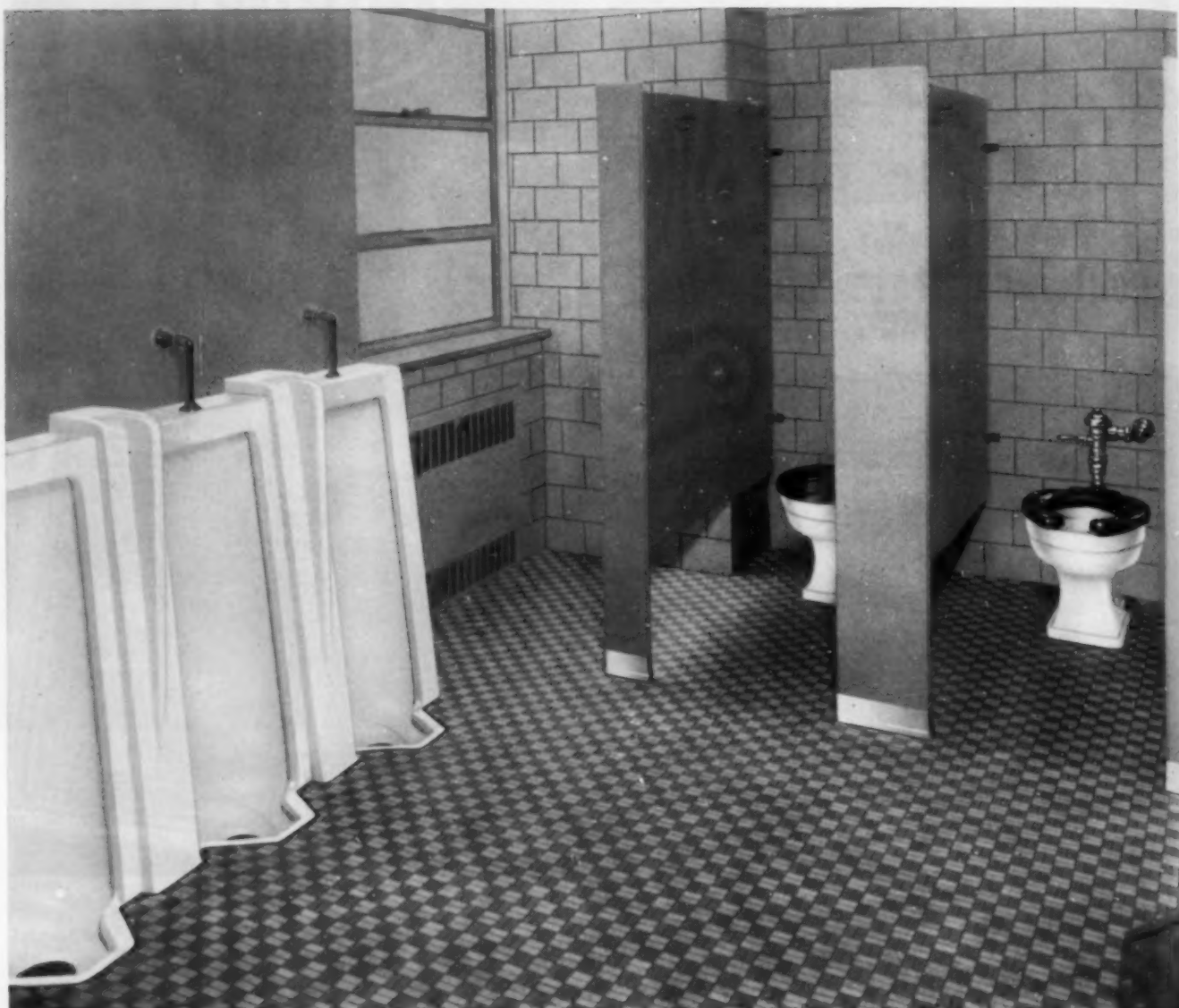
Corbin Cabinet Lock

WOOD PRODUCTS DIVISION

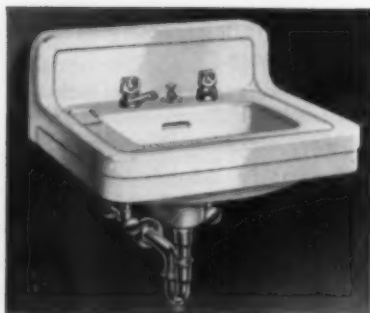
THE AMERICAN HARDWARE CORPORATION

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THE PREFERRED SCHOOL PLUMBING



Fixtures representative of the Crane line



Sanitor Urinal...Santon Closet...Norwich Lavatory

Special features—

In *Sanitor* Urinal, slope front design assures highest sanitation, lowest maintenance.

In *Santon* Closet, new *Triumph* flush valve holds upkeep to a minimum. Plunger unit and seat quickly replaceable.

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**PLUMBING AND HEATING •
VALVES • FITTINGS • PIPE**

WHAT'S NEW

October 1950

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 92. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Dresser-Desk



Space can be saved in furnishing dormitories by using the new unit recently introduced. The Dresser-Desk is designed to take the place of dresser, chest, desk and vanity. The left hand side of the case has three drawers for storage while the right hand side has one drawer at the top for cosmetics, papers or other accessories, under which is a knee-hole so that it can be used as desk or vanity. The unit is desk height of 30 inches with a flat top 60 inches wide by 20 inches deep.

Another new functional unit consists of chest and student's desk. The chest has four drawers and is 34 inches high with a 34 by 20 inch top. The desk is available with a book compartment at the left or at the right. For double rooms two chests are placed side by side with left hand and right hand desks adjacent to them. All units are made of hardwood, finished in walnut, maple or Cheraton. Eichenlaubs. Dept. CUB, 3501 Butler St., Pittsburgh 1, Pa. (Key No. 730)

Increased Jade-It Line

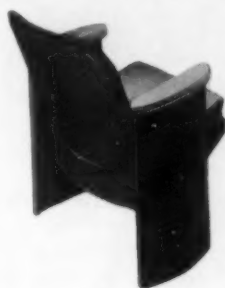
The line of Jade-It Restaurant Ware now includes 24 items for food service in institutions. New techniques were developed and new designs created to permit mass production of this sturdy dinnerware styled especially for institutional use. The line now includes 6 and 7 ounce cups, 7 ounce extra heavy cup and saucer, 6 and 7 ounce coffee mugs, 3 compartment plate, 5 compartment plate, 4 1/4 inch, 5, 8, 10 and 15 ounce bowls, 5 1/2, 6 1/4, 8 and 9 inch plates, 9 inch rim soup plate, 8 1/8 and 9 1/4 inch oval sandwich plates, 8 1/8 inch oval partitioned plate, 9 1/2 and 11 1/2 inch oval

platters and an 80 ounce pitcher.

Jade-It Ware is heatproof and does not craze or warp when prewarmed or used for serving hot foods. It does not absorb liquids, food particles or odors and the smooth, hard surface makes it easy to keep the dishes clean and sanitary. The high-quality Jade-It ware is made in a delicate green jade color and is low in cost. Anchor Hocking Glass Corp., Dept. CUB, Lancaster, Ohio. (Key No. 731)

Auditorium Seating

The attractive Griggs auditorium seat has been redesigned and further improved. The back of the seat has been extended and the top of the seat back has been streamlined to give a more rounded pattern. The low back protects the du Pont Fabrilite vinyl plastic upholstery of the seat from scuffing or



kicking by students sitting behind the seat. The chairs have the self-rising seat which remains up when not occupied. Griggs Equipment Co., Dept. CUB, Belton, Tex. (Key No. 732)

Fireproof Ceiling Construction

Screwlock is the name given to a new type fireproof metal furring channel designed for all types of suspended ceiling construction and for fastening all types of materials with screws. It is 2 3/4 inches wide, thus meeting the requirements for joining acoustical tile or other material end to end or side by side. The Screwlock Hanger Clip attaches the channel to wood, steel or masonry supporting members and Screwlock Coupling joins channel lengths. The channel is of 26 gauge metal, perforated with depressed openings formed to avoid flat spaces between them. This construction is designed to prevent screws being

jarred loose due to vibration or shock of added loads or structural adjustments. Single acoustical tiles can be replaced without disturbing adjoining tiles.

The new channels can also be used for applying wall materials to hollow tile, concrete, brick or other wall construction material with fasteners especially designed for the purpose. Screwlock Metal Furring Channels are incombustible, thus giving added protection against fire. Nailock Steel Div., The Sanymetal Products Co., Inc., Dept. CUB, 1698 Urbana Rd., Cleveland 12, Ohio. (Key No. 733)

Sound Projector

The new portable Kodascope 16 mm. sound projector is a trim, convenient and versatile unit designed to provide high quality pictures and sound reproduction with ease of setup and operation and moderate price. Known as the Kodascope Pageant Sound Projector, the unit operates without converter or extra equipment on either alternating or direct current. It is compact and light weight with both speaker and projector built into the carrying case for ease of handling and use. The speaker is part of the case cover and can be used up to 35 feet from the projector with the cord supplied. An additional 35 foot extension cord is available if desired.

The machine is quiet and smooth running. The motor is governor-controlled for constant speed and full lamphouse ventilation at all times. The projector is simple to operate and has several other new features in addition to standard Kodascope construction. The projector is in a tan metallic wrinkle finish and the carrying case has a brown Kodadure



covering which is tough and scuff-resistant. Eastman Kodak Co., Dept. CUB, Rochester 4, N. Y. (Key No. 734)

Standard 500C Projector



A combination filmstrip and slide projector is offered in the new Standard 500C. It is designed to provide sharp, clear filmstrip pictures on the screen in a modern coordinated classroom. It has 500 watt illumination, forced air cooling to prolong the full brilliance of the lamp over a long period of time, directed push-in threading and a push-in power cord receiver built into a fitted carrying case.

A built-in mechanical pointer is another feature of the new unit. The pointer can be used while operating the projector and permits the teacher to indicate pertinent parts of the projected picture without obstructing the student's view. Change-over to 2 by 2 inch slides or double frame filmstrips is accomplished in a matter of seconds. The filmstrip power rewind and cleaner rewinds and cleans the filmstrip without marking and quick inspection can be made as the filmstrip rewinds. Jack C. Coffey Co., Dept. CUB, 205 W. Wacker Drive, Chicago 6. (Key No. 735)

Luminous-Acoustical Ceilings

The Wakefield Ceiling is a luminous-acoustical ceiling designed for improved seeing and hearing in classrooms, offices and other areas devoted to critical visual tasks. It consists of slimline fluorescent lamps suspended from the structural ceiling slab, supported below which, at a distance of about 18 inches, are thin translucent corrugated plastic sheets. Perforated acoustical baffles, trapezoidal in cross section and filled with sound absorbing material, are suspended below the plastic sheets.

Low brightness ratios, excellent light diffusion and efficient sound absorption are ensured with the Wakefield Ceiling when reflectivities of wall materials, colors and furniture are coordinated. With the new ceiling, pipes and ducts are concealed but are readily available for maintenance. Efficient ceiling attachment and economical installation are effected by the simplicity of the hanger rod and T-bar chassis arrangement. The lamps in a single installation may be controlled

in various combinations to provide different levels of working illumination. The F. W. Wakefield Brass Co., Dept. CUB, Vermilion, Ohio. (Key No. 736)

Portable Electric Hedshear

A new trimmer, Model 103, is now available in the line of portable electric Guild Tools. Known as the improved Hedshear, the machine has been redesigned for easier handling, better cutting and longer service. It provides vibrationless chain action and two-sided cutting, thus permitting cutting in either direction and increasing speed of operation. The new unit has a polished aluminum alloy housing, cool plastic handle positioned for balance and a sturdy, durable motor. The Porter-Cable Machine Co., Dept. CUB, Syracuse 8, N. Y. (Key No. 737)

Metal Washfountain Pedestals

All Bradley precast marble and stone Washfountains are now available with metal pedestals. The new pedestals are



easier to handle because of their lighter weight and they give the fountains a new streamlined appearance. The pedestals are demountable, thus simplifying installation and maintenance. Internal mechanism is easily accessible because of this feature. Bradley Washfountain Co., Dept. CUB, N. 22nd & W. Michigan Sts., Milwaukee 1, Wis. (Key No. 738)

Colored Rubber Mat

Ezy-Tred is a new colored rubber link mat designed for use in entrances, lobbies and corridors. The link size is $\frac{3}{4}$ inch wide by $1\frac{1}{4}$ inches long. The links are woven on a framework of rust-resisting galvanized spring steel wire. Corrugations in the links act as a scraping surface to remove dirt from foot traffic.

Ezy-Tred links are made in several colors for mats of varied pattern or design. The mats provide a traffic silencer and afford a high safety factor in preventing slipping and falling. American Mat Corp., Dept. CUB, 1736 Adams St., Toledo 2, Ohio. (Key No. 739)

Rewind Units

Improvements in PD-1 and PD-2 electric rewind units for fast, efficient film handling include a cooling fan incorporated in the motor assembly, thus reducing motor temperature rise and increasing power output. Extra heavy duty wiring has also been installed in the new units and an improved foot rheostat is used. Foot control can be present for any desired maximum rewind speed and it can be installed in a permanent location. By placing the foot pedal directly over the rheostat housing, all tendency for the control unit to creep during use has been eliminated. The rheostat is so designed that knee control may be used if desired. Neumade Products Corp., Dept. CUB, 330 W. 42nd St., New York 18. (Key No. 740)

Boneless Roasted Turkey

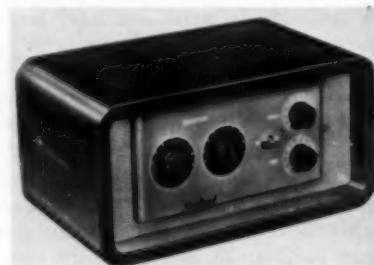
Cylindrically shaped solid boneless turkey meat is now available, roasted ready to heat and serve. Each "turkey" weighs 4 to 6 pounds average. It is put back into its own turkey skin to hold it together after slicing and to retain full flavor.

The Mel-Bro Boneless Roasted Turkey is available in all white, all dark or mixed white and dark meat. The three types are available roasted or uncooked, as desired. Pfaelzer Brothers Inc., Dept. CUB, Union Stock Yards, Chicago 9. (Key No. 741)

"Green Gem" Amplifier

The first of a new series of P.A. amplifiers in the "Green Gem" line is the Rauland Model 1916, rated 16 watts at 5 per cent or less harmonic distortion, 20 watts peak output. The new model provides 2 microphone inputs, 1 phonograph input, electronic mixing and fading on all inputs, and tone control.

Styling of the new "Green Gem" line is modern. The outer case, ruggedly constructed, is finished in dark-green hamerloid in a smooth, hard, dustfree surface. The control panel is finished in metallic bronze, set in a perforated



aluminum finish front section. Rauland-Borg Corp., Dept. CUB, 3523 Addison St., Chicago 19. (Key No. 742)

Aluminum Stock Pot

A new heavy duty aluminum stock pot featuring a faucet for drawing off individual servings has been added to the line of cooking utensils offered by Harlow C. Stahl Company. The new pot has a strainer incorporated for separating solids. It is equipped with strong stainless steel loop handles.

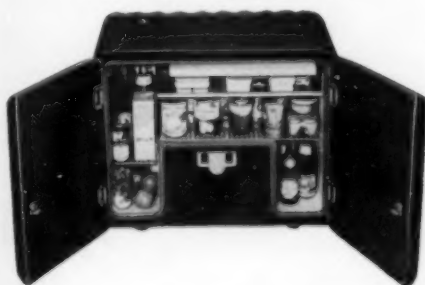
Made of commercial cold-spun aluminum which makes possible close control of bottom, wall and bead thickness, the pot is available in 9 sizes from 12 to 36 quart capacity. The extra heavy bottom absorbs heat more quickly and transfers it promptly while preventing scorching and burning of contents. There are no seams or creases to hold waste and the pot is easily cleaned. Harlow C. Stahl Co., Dept. CUB, 1375 E. Jefferson Ave., Detroit 7, Mich. (Key No. 743)

Two-Way Intercommunicator

The Vocatron is a two-way intercommunication system which operates over ordinary lighting or power circuits already existing in a building. The CC-1 model Vocatrons are all master units in that any unit can either receive or initiate a call. The units are sold in pairs, but more than two can be used on the same installation although any call initiated at a given point can be heard on all other units.

The Vocatron system is inexpensive and may be used wherever needed as it simply plugs into any regular 110 volt AC or DC light socket and is ready immediately to speak or listen to any other Vocatron set within a reasonable radius that is tuned in to the same frequency and on the same electrical circuit. The Vocatron is not a radio and uses about as much current as a medium-sized electric light bulb. Each unit weighs only four pounds and is 6¾ inches long. It has many applications for intercommunication between offices, departments, classrooms and in other areas. Vocaline Company of America, Inc., Dept. CUB, Old Saybrook, Conn. (Key No. 744)

Compact Refrigerator



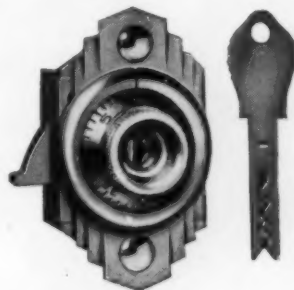
The new Freez-Pak Refrigerator is compact in design to fit into minimum space yet hold a good supply of food

and ice. It is especially suitable for dormitory and small kitchen use and is styled to look like a piece of casual furniture. It is finished in ebony or ivory, operates on 115 volt alternating current and can be had with an automatic defroster if desired. The Freez-Pak makes 80 ice cubes in 10 trays in addition to the storage space. Ionia Mfg. Co., Dept. CUB, Ionia, Mich. (Key No. 745)

Locker Lock

Combinations can be changed on the new master-keyed, built-in locker lock S-540 in a matter of seconds. A special reset key is inserted in the lock and the combination set to a new series of numbers with one turn of the dial. The locking cylinder and the master key are patented features. The master key cannot be duplicated on commercial key making machines. Dudley procedures in assigning and registering the master keys are designed to provide a further measure of safety.

The S-540 is self locking. When the locker door is closed, the dial spins away from the last combination number and

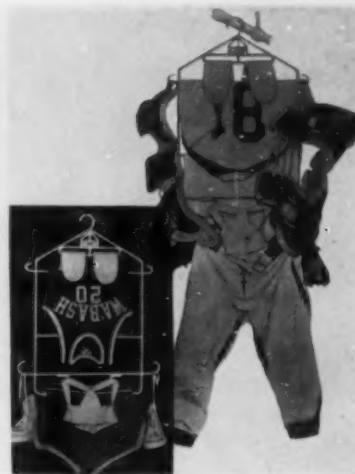


all tumblers are disarranged. Forty dial divisions provide for 64,000 possible three-number combinations. The lock is available for right or left hand locker doors and the steel escutcheon plate fits all locker piercings. Dudley Lock Corp., Dept. CUB, 570 W. Monroe St., Chicago 6. (Key No. 746)

Locker Rack

The new economy locker rack recently announced by Lyon Metal is designed to provide a practical clothes storage unit where floor space is limited and low cost is essential. It accommodates clothing of ten persons in minimum floor area with all compartments at medium heights. It is easily moved to any area and each door is equipped with built-in lock with two keys. Doors are hinged at the top so that they drop shut and when the doors are locked, the coat is secured through a chain which is locked with the door. Raised space keeps clothing and overshoes off the floor. Lyon Metal Products, Inc., Dept. CUB, Aurora, Ill. (Key No. 747)

Athletic Equipment Hanger



Saving of space in storage, longer life for uniforms and elimination of equipment mix-ups are some of the features claimed for the All-American Uniform Hanger recently introduced. The hanger is ruggedly constructed of extra heavy steel rod electrically welded into a strong integral unit. The hot-dip tinned finish is designed to protect against rust or the corrosive action of perspiration. The hanger accommodates one player's equipment as a unit, thus facilitating handling and distribution.

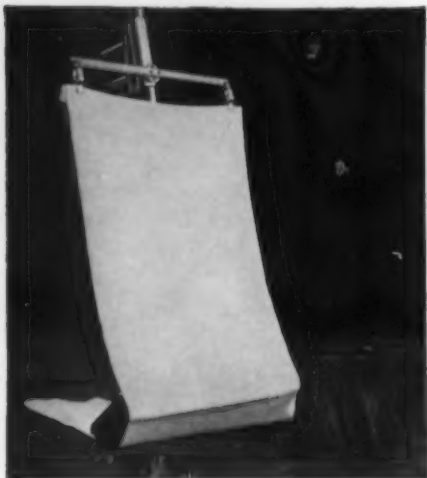
The hanger is designed for quick drying of equipment, thus lengthening life of uniforms and reducing the possibility of players getting into damp equipment. The compact hanger is designed to accommodate all equipment for football, basketball or baseball for one player. American Playground Device Co., Dept. CUB, Anderson, Ind. (Key No. 748)

Machine Desk

A machine well, angled slightly along the front and inside edges to permit positioning a typewriter or other machine to suit the operator's convenience, is built into the new No. 6550-03 FBL Fixed Bed All-Purpose Machine Desk. Equipped with molded gray linoleum top, brushed chrome corner caps and binding strip and adjustable island base, the new desk is finished in Neutra-Tone gray. The machine is linoleum covered and has an insulated hole for electrical wiring.

The top measurement of the desk is 55 by 34 inches, thus giving a large flat top area to the right of the machine bed for general clerical uses. The right hand pedestal contains 3 card or box drawers or one drawer and a vertical file drawer with a small drawer in the knee space. The new desk is streamlined in design and appearance and of steel construction. Yawman and Erbe Mfg. Co., Dept. CUB, 1041 Jay St., Rochester 3, N. Y. (Key No. 749)

Cloclamp Floor Cleaner



A new development in scientific floor maintenance is offered in the Cloclamp, designed to brush up the fine dust, dirt and soot which settles on exposed areas. Made of light weight aluminum, the Cloclamp is designed for use with an ordinary push-broom. A damp cloth is placed under the push-broom, the Cloclamp is slipped over the broom handle by squeezing the lever to release the friction grip, and slid down to the desired position. The folded edge of cloth is fastened in the two small clips and the broom is ready for use. By compressing the lever handle, the portion of the cloth under the broom handle is moved back and a clean area is in position ready for use. When the entire cloth has been used, it can be reversed and used on the other side. Dust-free cleanliness is ensured when the Cloclamp technic is properly employed. **Walter G. Legge Co., Inc., Dept. CUB, 101 Park Ave., New York 17. (Key No. 750)**

Laboratory Chairs

Two new chairs developed especially for the comfort of those working in the laboratory have recently been introduced. The chairs are designed to fit workers of varying heights since they have automatic height adjustment. They have a strong, single pedestal which can be instantly adjusted by raising the seat. The ball bearing clutch grips and holds without danger of slipping back. The seat is as easily lowered as raised.

The chairs are sturdily constructed with broad steel bases finished in baked-on light gray enamel resistant to fumes and abrasion. They are of posture design and are built for long wear. Style B-16280 has a wood saddle seat 16 inches wide which is finished in clear varnish and it has height adjustments from 18 to 26 inches. The gray enameled metal back rest is adjustable for height and angle. Large floor glides finish the chair but casters can be supplied if de-

sired. Chair B-16285 has a height range of 17 to 22 inches with a revolving seat covered in brown fabricoid and the adjustable back rest is padded with sponge rubber. The chair is supplied with casters. **Boder Scientific Co., Dept. CUB, 719 Liberty Ave., Pittsburgh 22, Pa. (Key No. 751)**

Tape Recorder

A custom carrying case is now a part of the basic Berlant Concertone Magnetic Tape Recorder No. 401. Thus the recording and playback unit is completely portable. It has a built-in monitoring amplifier and has an 8 inch high fidelity speaker mounted in the detachable cover.

The new unit complies with NAB standards and features instantaneous monitoring from the tape while recording, separate heads for high frequency erase, record and playback, forward and reverse high speed rewind, 3 dynamically balanced motors, record level indicator,



and choice of 7.5 or 15 inch per second tape speed. Either standard 7 inch or NAB 10½ inch reels may be used. **Berlant Associates, Dept. CUB, 4917 Jefferson Blvd., Los Angeles 16, Calif. (Key No. 752)**

Glass Blocks

Seven new PC Glass Blocks are now available. The "55" line of blocks permits a more uniform panel appearance and results in better brightness control. The blocks feature Soft-Lite edge treatment, a fibrous glass insert used to diffuse further light transmitted by the block itself and light-directing prisms on the interior faces of certain patterns. Some blocks are designed for use on south elevations, others for north elevations and some for extremely sunny exposures. The "55" blocks also have a new face pattern which is attractive in appearance and permits easier cleaning. **Pittsburgh Corning Corp., Dept. CUB, 307 Fourth Ave., Pittsburgh 22, Pa. (Key No. 753)**

Combination Freezer

Both batch ice cream and continuous custard can be made in the new refrigerated cabinet model combination freezer recently introduced by Mills Industries. The machine has automatic dial control and is economical in price. Specifications indicate a capacity of up to 30 gallons per hour. Separate control settings are provided for both frozen custard and conventional ice cream and a new slow speed agitator safeguards against mix separation and retains full butter fat content. All parts are quickly removable and easy to keep clean and sanitary. **Mills Industries, Inc., Dept. CUB, 4100 Fullerton, Chicago 39. (Key No. 754)**

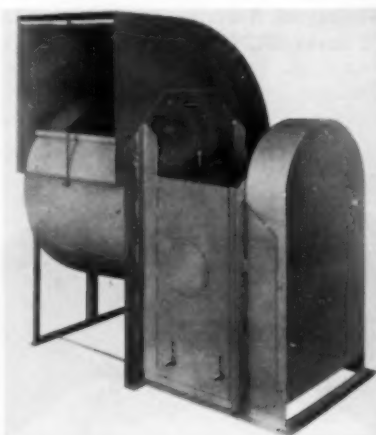
Optical Pointer

A bright arrowhead of light is projected on the screen by the Pen-Tru Optical Pointer. It can be used in any position in a room, is convenient, attention compelling and light in weight. The pointer is battery operated and has a trigger type switch. The comfortably held handle is of thermosetting resin and the unit clearly points out subject matter on the screen. **Film Research Associates, Dept. CUB, 135 W. 42nd St., New York 19. (Key No. 755)**

Ventilating Set

The new usAIRco Vari-Flo control offers versatility and economy of installation and operating for the new utility ventilating set. The control is especially designed for the new model and permits easy efficient adjustment of air volume over a large range. The addition of a belt-guard makes the unit weatherproof for outdoor installation if desired.

The new unit is of simplified construction with fewer parts and reduced maintenance problems. Sizes of the unit range from 800 cfm to 18000 cfm at various speeds and pressures. **United States Air**



Conditioning Corp., Dept. CUB, 2654 Como Ave., St. Paul 8, Minn. (Key No. 756)

Stereoscopic Microscope

Designed especially for use by high schools and colleges, the new No. 20 Spencer Stereoscopic Microscope provides several new features and is offered at a low price. It retains virtually all the features of higher priced Spencer instruments while incorporating enhanced three-dimensional vision, wide and flat fields, comfortable angle of vision, dust-proof nosepieces and enclosed gearing for interpupillary distance control. To extend or reduce focusing range, the head of the instrument is raised or lowered to any of three positions by removing and replacing a thumb screw. The new model is available with single, double or triple nosepieces, vertical or inclined binocular bodies and a wide selection of objectives and eyepieces. **American Optical Co., Scientific Instrument Div., Dept. CUB, Buffalo 15, N. Y. (Key No. 757)**

"Private" Office Unit

"Private" offices can be provided in open areas through the use of a functional unit developed by E. I. du Pont de Nemours and Company, Inc., which has granted royalty-free, non-exclusive licenses to seven companies to manufacture the unit.

A new type of functional furniture is built into a complete working unit which carries its own partition for privacy. The unit was designed and developed by the Engineering Department of the Du Pont Company as a result of lengthy studies of how men work at their desk and the original units were built for the company's own use. Because of the interest created, the company decided to make the designs and manufacturing rights available to established furniture manufacturers.

The basic element in the system is an L-shaped desk with partition attached. This arrangement, with a desk-height file as part of the unit, provides working area equivalent to the conventional desk and table unit. Shelves can be added



for books and if filing space is needed it can be added as the unit is flexible. Partitions may be of glass, plywood or acoustically treated material, are 6 to 7

feet high and run any desired length. Thus partitions can be moved simply by moving the desk unit. The concerns licensed to make the unit are: **Arnot & Co., Inc., Baltimore, Md., Art Metal Construction Co., Jamestown, N. Y.; The General Fireproofing Co., Youngstown, Ohio; The Globe-Wernicke Co., Cincinnati, Ohio; Gunn Furniture Co., Grand Rapids, Mich.; Korda Associates, New York City, and Remington Rand, Inc., 315 Fourth Ave., New York 10. (Key No. 758)**

Shower Head

The new Kohler shower head is a multi-spray, self-cleansing unit, $3\frac{3}{4}$ inches in diameter. Each of the six clock-set plungers on the face delivers eight separate streams. Spray can be altered to fine, normal and "flood" conditions by the easily accessible control handle on the sleeve. The exposed screwdriver type regulator permits quick adjustment of volume and the head can be set as de-



sired by means of a swivel joint. **Kohler Co., Dept. CUB, Kohler, Wis. (Key No. 759)**

Lite-Blox Troffers

The new Guth Lite-Blox Recessed Troffers are designed to provide distinctive lighting systems which appear to be especially made for each installation. They have a ceiling flange and snap-on trim finished 300 degrees White Permalux or in plated finishes. End flaps are in matching design and finish.

When Flat Glass Panels are used with Lite-Blox the glass appears in continuous flow as hinged frames are concealed from below. The troffers are manufactured to precision tolerances that make possible accurate rows of light. They have modular coordinated design and offer a variety of patterns. They are supplied in combination with a variety of diffusing and shielding media and are made in deep and shallow types. **The Edwin F. Guth Co., Dept. CUB, 2615 Washington Ave., St. Louis 3, Mo. (Key No. 760)**

Filmstrip Projectors



A complete new line of Tri-Purpose Instructor Projectors has been developed by S.V.E. The line includes the improved Instructor 300 and the new 500, 750 and 1000 watt projectors, thus offering projector equipment for all filmstrip and slide use. All models have the same basic features so that an operator need be instructed in the operation of only one model to be able to operate all.

Features of the new line include high picture brilliance, high screen illumination, quiet, blower-cooled performance, absolute film protection, high efficiency optical system, even light distribution in the picture area, smooth, worm-gear tilting control and fast "push-in" style of threading filmstrips. A positive locking device for film gate and projector head is another advantage. The projector head can be set at any desired position in the rotation arc to correct for uneven screen or projection table. The projectors are quickly changed over from filmstrips to 2 by 2 inch slides. **Society for Visual Education, Inc., Dept. CUB, 1345 W. Diversey Pkwy., Chicago 14. (Key No. 761)**

Magnetic Can Opener

A new can opener equipped with magnetic can lid holder is a feature of Campbell's Soups service equipment. It may be made a part of the Campbell's Soups Counter Kitchen or it may be fastened to a wall. The small magnet grasps the can lid and prevents it from falling into the can's contents.

The can opener has a hardened cutting blade which stays sharp and does not touch the contents of the can. Its crank locks the can in position and revolves it evenly while the lid is being cut and will hold the can even after the lid is off. It operates evenly and leaves smooth edges, is completely sanitary and requires no oiling or greasing. **Campbell Soup Co., Dept. CUB, Camden, N. J. (Key No. 762)**

Product Literature

- **Catalog No. 450, "Weisway Cabinet Showers,"** is a most attractively presented 24 page booklet issued by Henry Weis Mfg. Co., Inc., Elkhart, Ind. Color and black and white illustrations are used to present Weisway Cabinet Showers as units and as part of the completed room while color chips show the colors in which the showers are available. Blueprint type drawings illustrate layouts, installation details, roughing-in measurements and dimensional data. Full descriptive information on the various types of shower cabinets available and on accessories is also included. (Key No. 763)

- The complete line of **Witt Corrugated Cans** is described and illustrated in a new 32 page **General Catalog No. 63** issued by The Witt Cornice Co., 2144 Winchell Ave., Cincinnati 14, Ohio. Results of laboratory tests, standards of quality, sizes, weights, capacities and shipping information on the various items in the line are given. Products covered include heavy duty cans and pails, underground garbage receivers, mopping pails, refuse cans, special cans and a new universal can dolly. (Key No. 764)

- **"Abundant 'Wet Water' for Fire Fighting"** is the title of a booklet on recommended fire fighting technics. Published by Aquadyne Corporation, 220 E. 42nd St., New York 17, the booklet summarizes observations and data derived from extinguishing fires with "Wet Water" produced by the use of Pyrodyne Fire Fighting Capsules in the Automatic Hydroblendor. (Key No. 765)

- The **"Fire Hazard Index"** is a 36 page, pocket-sized booklet which lists, in alphabetical order for quick reference, over 590 chemical, gas and common fire hazard materials and specifies which type of fire-fighting agent should be used on each, as recommended by the Board of Fire Underwriters and the National Fire Protection Association. Basic facts about the principles of fire fighting are also given in the booklet published by Randolph Laboratories, Inc., 8 E. Kinzie St., Chicago 11. (Key No. 766)

- A new fully illustrated Catalog and Handbook has been issued by Coyne & Delany Co., 834 Kent Ave., Brooklyn 5, New York, covering the use and installation of flush valves. The catalog covers installation details, parts identification, piping design and a manual of charts and instructions. Blue prints, details and specifications are given covering every type of installation and special recommended applications for specific uses are illustrated in this complete **Delany Flush Valve Catalog No. 49**. (Key No. 767)

- An attractive, visible marginal indexed catalog of **Copperweld Non-Rusting Chain Link Fence** is available. Released by Copperweld Steel Co., Glassport, Pa., the 28 page catalog features various applications for Copperweld Chain Link Fence with actual photographs of installations. Sections devoted to various uses are quickly found through the practical index. (Key No. 768)

- The complete line of **maintenance trestles** developed by Bil-Jax, Inc., Archbold, Ohio, adaptable for all types of maintenance work off the ground, is described and illustrated in a new eight page, two-color catalog recently released. Specifications on the many height and length variations possible are given in the catalog as well as details on a variety of accessories. (Key No. 769)

- **Bulletin 117-C** presents detailed information on Type "C" Air Recovery or Purification Cells for reclaiming odorous conditioned air. Drawings, charts, illustrations and text tell the story of these activated carbon air recovery cells for air conditioning systems and units—to purify air, improve ventilation and save cooling and heating. The booklet is available from W. B. Connor Engineering Corp., 114 E. 32nd St., New York 16. (Key No. 770)

- How to select the proper type of electric water cooler for normal and abnormal atmospheric conditions is discussed in **Form 20**, a condensed catalog folder published by Cordley & Hayes, 443 Fourth Ave., New York 16. Also included are details on how to select the proper sized cooler for a given requirement, together with information on 12 models of Cordley electric water coolers. (Key No. 771)

- The problems involved in buying lighting equipment are discussed in simple terms in a booklet recently released by the Frink Corp., 27-01 Bridge Plaza N., Long Island City 1, N. Y. Written and illustrated by Don Herold, the booklet has a light touch and is entitled **"The Facts of Light . . . or What Every Man Should Know Before He Gets Engaged (in Buying Illumination)."** (Key No. 772)

- A new 8 page, 2 color catalog on **ice cream freezing and dispensing equipment** is available from Sweden Freezer Mfg. Co., 3401 Seventeenth Ave. W., Seattle 99, Wash. In addition to descriptive information on the equipment, the booklet contains a discussion of food costs. Complete specifications are given on the various models and a cutaway of a double-head floor model illustrates features of the Sweden equipment. (Key No. 773)

- A new catalog recently released by Wayne Iron Works, Wayne, Pa., illustrates and describes **Rolling Gymstands** for indoor use. Divided into two sections, the catalog covers, in Section I, Wayne Standard or Fixed Rolling Gymstands and Wayne Movable Rolling Gymstands which can be moved from place to place on the same floor level. Section II gives complete specifications for both types of Gymstands and includes a drawing of a typical gymnasium arrangement. (Key No. 774)

- An attractively presented 32 page booklet entitled **"A Guide to Easier Cleaning"** has been published by The Spencer Turbine Co., Hartford, Conn. Illustrated with photographs of actual cleaning operations, the booklet gives specific information on the three portable commercial vacuum cleaners manufactured by the company and has special sections devoted to particular cleaning problems. The book is indexed and closes with two pages of practical operating hints. (Key No. 775)

- An illustrated 14 page booklet, **"How to Strip Paint,"** has recently been published by Oakite Products, Inc., 118A Thames St., New York 6. The booklet discusses specific paint-stripping materials and describes four simplified methods of removing paint from surfaces. (Key No. 776)

- Recent improvements in the **Sarcotherm Modulating Outdoor Controls** for heating systems are discussed in **Supplementary Bulletin ST-501** to its general catalog recently issued by Sarcotherm Controls, Inc., Empire State Bldg., New York 1. A revised chart for enlarged capacity, double seated valves is also enclosed. (Key No. 777)

Suppliers' News

Excel Metal Cabinet Co., Inc., manufacturer of metal cabinets, announces removal of its offices from 101 Park Ave., New York, to 122 E. 42nd St., New York 17.

Maple Flooring Manufacturers Assn., 46 Washington Blvd., Oshkosh, Wis., a national organization of Northern Hardwood Flooring manufacturers, announces that headquarters and offices of the association, after October 1, 1950, will be located at 35 E. Wacker Drive, Chicago 1.

Turco Products, Inc., 6135 S. Central Ave., Los Angeles 1, Calif., manufacturer of cleaning compounds, announces the opening of a large eastern plant at 120 Lister Ave., Newark, N. J. Sidney E. Smith of Los Angeles has been appointed general manager in charge of the Atlantic Division factory at Newark.

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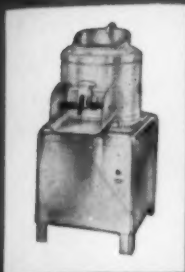
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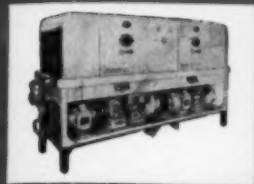
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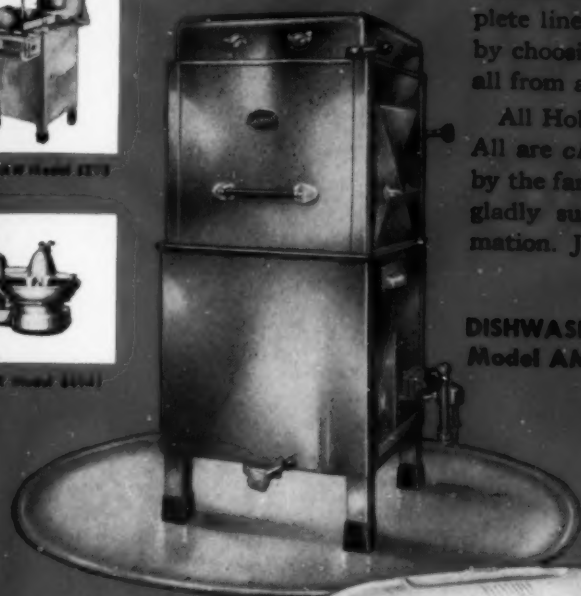
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Model 400



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Model 1612



Model 5-1400



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Use your new Hotpoint SUPERange as a griddle for breakfast specialties...pancakes, bacon and eggs, french toast, etc.



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NIGHT

Use a section of your Hotpoint SUPERange top as a hotplate for soup, vegetable cookery; the others for griddle products such as steaks and chops.



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